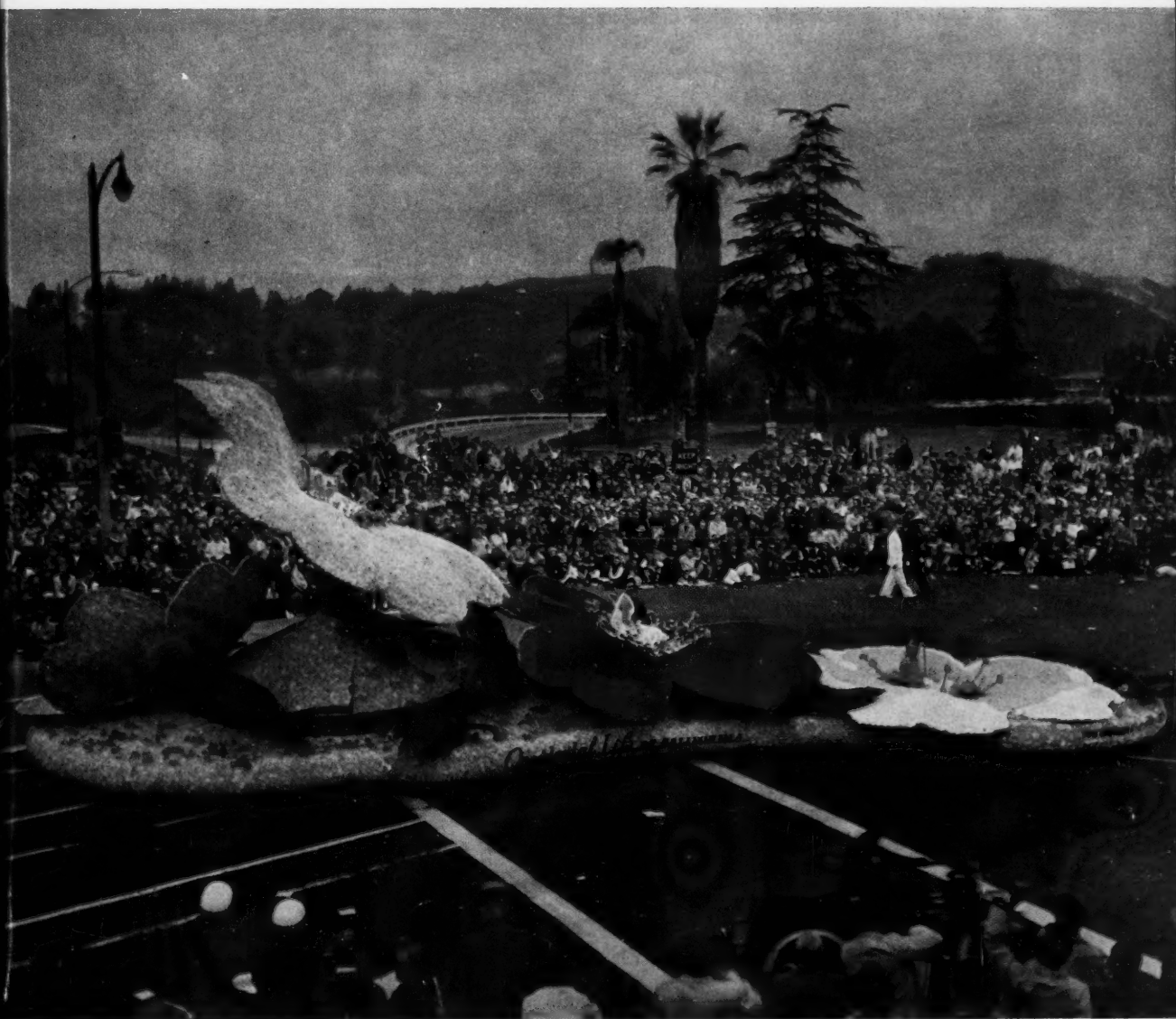


CLUB

THE NATIONAL MAGAZINE
FOR EXECUTIVES OF TOWN
AND COUNTRY CLUBS

Management



JANUARY, 1958



**WHEN THE DAY'S BATTLES ARE OVER...
THE MEMBERS GATHER OVER EARLY TIMES**

Of all the fine whiskies made in Kentucky, Kentuckians themselves overwhelmingly choose Early Times over all other straight whiskies. You know your members will enjoy a bourbon with a recommendation this good.

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EARLY TIMES



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everything
looks
so
good!"

...and it tastes so good, too,
served from

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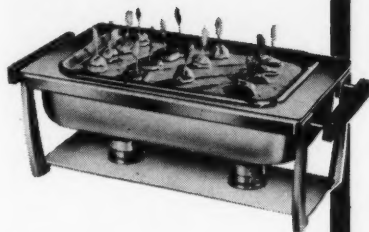


At buffet parties, cocktail parties, bars, banquets,
dining table, guests are most pleased when
they have a large choice of delicacies. When, in
addition, hors d'oeuvres, vegetables, sauces,
etc. are temptingly presented, piping hot,
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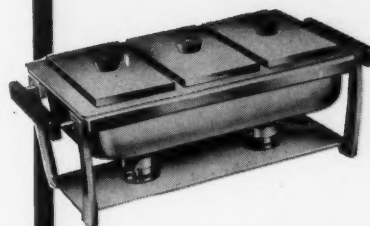
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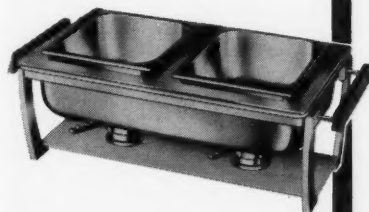
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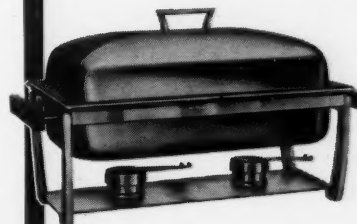
697. The Sterno Hors d'Oeuvres unit is designed to permit attractive display of fancy dressed type hors d'oeuvres and hot canapes. Used also for steaks, chops, etc. for direct table service.



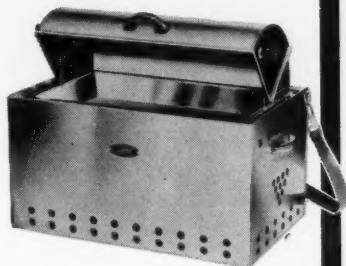
693. Three compartment unit is ideal for variety of hot vegetables on buffets, or for cocktail parties ... for fried shrimp, fish balls, Swedish meat balls, etc.



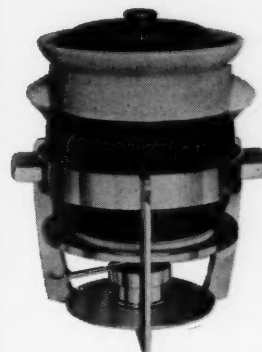
692. Several of these one gallon chaffers placed on your buffet table will add the touch of Showmanship needed. Perfect for vegetables, mashed potatoes, creamed chicken, etc.



694. This dome covered unit holds a massive 2 gallon food pan. Just the thing for big buffet parties. Big enough too for roast beef, baked ham, sliced meats and poultry.



530. Sterno Roll Warmer is ideal for keeping rolls piping hot on buffets. Also used with carry strap for passing rolls in dining room.

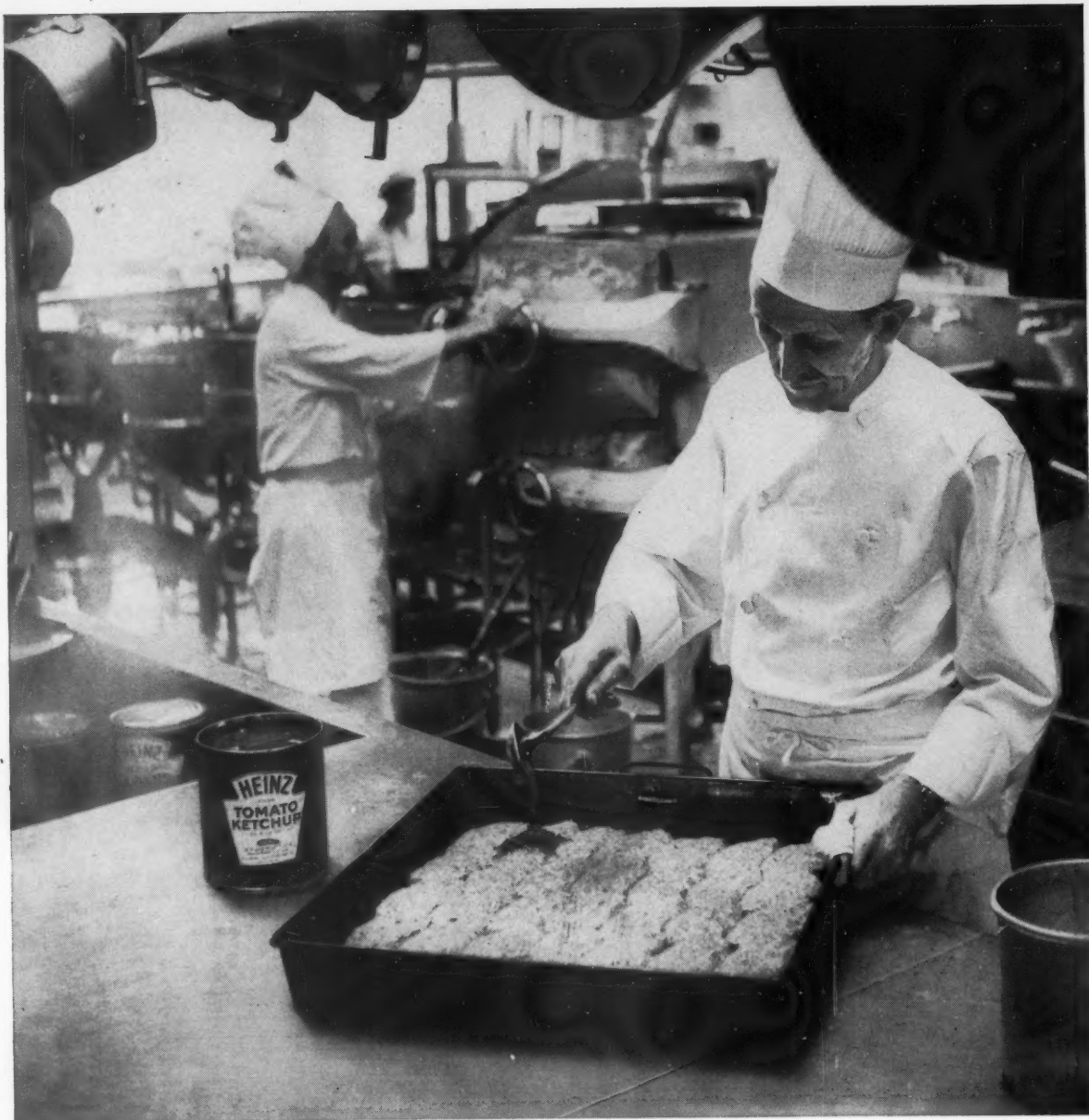


699. You can actually "bake" in this oven-proof crock. For pork and beans, chili, soups, etc. Available in 6 quart and 10 quarts. Ideal for "soup of the day" served right in the dining room.

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This Month's Cover

This beautiful float on this month's cover was seen by 1,500,000 people at last year's Tournament of Roses Parade in Pasadena, California. It was sponsored by the Occidental Life Insurance Company of California, and won the grand prize in the parade. We are indebted to the Occidental Life for permission to use the illustration.

The 1957 Roses Parade marked the second consecutive year that Occidental Life had walked off with the grand prize, particularly remarkable because 1956 was the first time the company had entered the parade.

As this issue goes to press, finishing touches on the company's 1958 float are being added. The float is titled "I Dreamed I Was a Rose Queen" and depicts a little girl's daydream of reigning over the Tournament of Roses. The 1957 Rose Queen rides on the float; her throne is a rose, with another rose serving as a canopy.

Coming Attractions

Next month, the February issue will feature a group of articles devoted to solving swimming pool problems. This yearly feature has become increasingly popular with managers who are considering building new pools or boosting interest in existing ones.

Also scheduled for the February issue is a special section on the Texas Lone Star Chapter, with articles on Texas and Texas clubs. Houston will be the site of the 1959 CMAA Conference and the Texans have already begun their publicity.

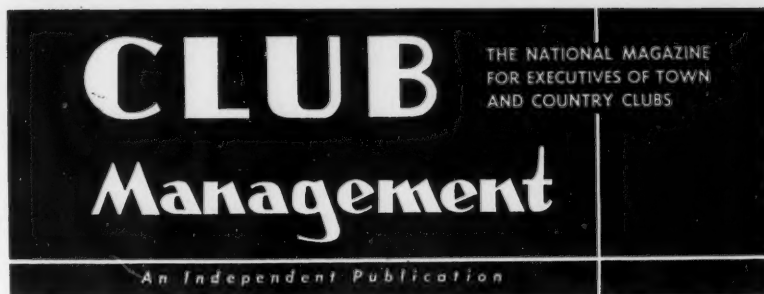
Speaking of conferences, the March issue of CLUB MANAGEMENT will be a special number devoted to the proceedings of the 31st Annual CMAA Conference in St. Louis, February 12-15.

In This Issue

Looking for a way to "advertise" your club's dining facilities? Then read the article on page 15.

On page 12 is a special article by Kenneth Meisnest, manager of Seattle's Washington Athletic Club, on how his club serves the community. And on page 14 is another article from a short course, on labor costs and employee relations.

**Remember CMAA
Conference in St. Louis
February 12-15**



Title Registered

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Rose Parade Float Courtesy, Occidental Life Insurance Co.

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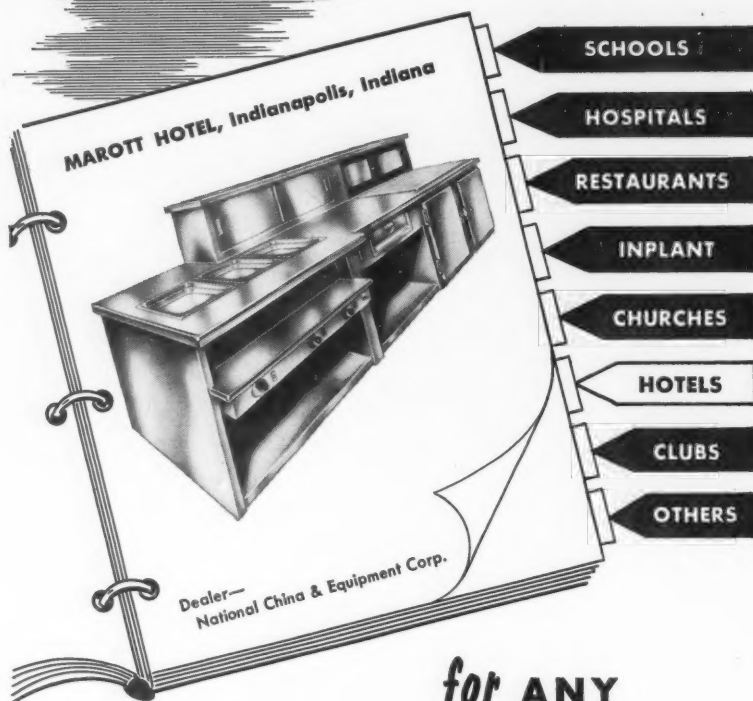


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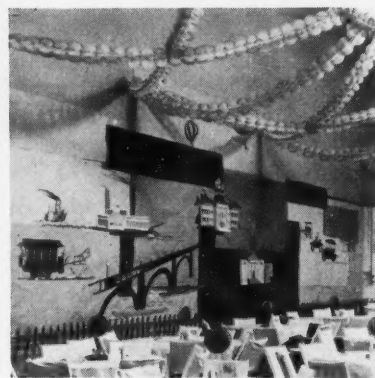
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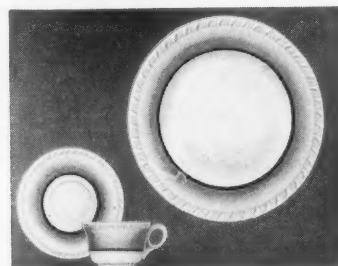
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Easy-to-mount, colorful, hand-painted mural backgrounds in a wide variety of sizes and subjects, on heavy seamless paper, can be had at low cost and on short notice. Kentheon Arts of St. Louis has prepared a vast library of such popular party themes as Paris in the Spring, A Night in Rio, Old Vienna, Gay New Orleans, South Pacific, Circus Time, Gay Nineties, Roaring Twenties and hundreds of others.

The "packaged parties" also can be prepared to your specifications and are on a rental or outright sale basis. For more information write Kentheon Arts, Inc., 3110 N. 11th, St. Louis 7, Mo., or call GENEVA 6-0212.



The Walker China Co. has announced its new Victoria pattern shown here. Available with either a maroon or aqua band, with gray flared rim, this pattern is enhanced by the Yukon shape with its gadroon edge. For more information write Dept. CM, Walker China Co., Bedford, O.

The Ezy-Rug colored link entrance matting, fabricated from rubber for 25

5,000 Dole Flow Control Valves equip glamorous apartment development



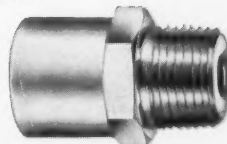
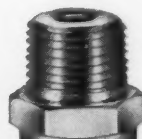
*specified for completely balanced
water distribution and luxury flow...
regardless of tenant demand*

Nearing completion on Chicago's fabulous "Gold Coast" is a multi-million dollar, 6-building apartment enterprise. Prefabricated skins of aluminum and crystal walls of gray-tinted, heat retarding plate glass add a clean, functional beauty to the skyline . . . and this beauty is more than skin deep. From top to bottom . . . inside and out, the 28 and 29 story towers are designed with a simple elegance and complete utility necessary for graceful living.

All 1238 apartments are equipped with Dole Flow Control Valves . . . 5,000 in all—specified by design engineers to eliminate problems of high and low water pressures experienced during periods of peak demand. Tenants are assured completely balanced water distribution and luxury flow.

Dole Flow Control Valves are an inexpensive but carefully engineered answer to the problem of maintaining constant flow. Despite variations in line pressure, they maintain the specified gallons-per-minute at all outlets, preventing waste . . . saving a tremendous volume of water and cost of heating water. Think of these savings in terms of your operation . . . whether motel, hotel, apartment or club. See your local distributor today.

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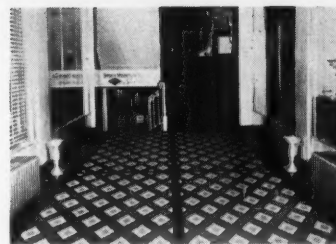
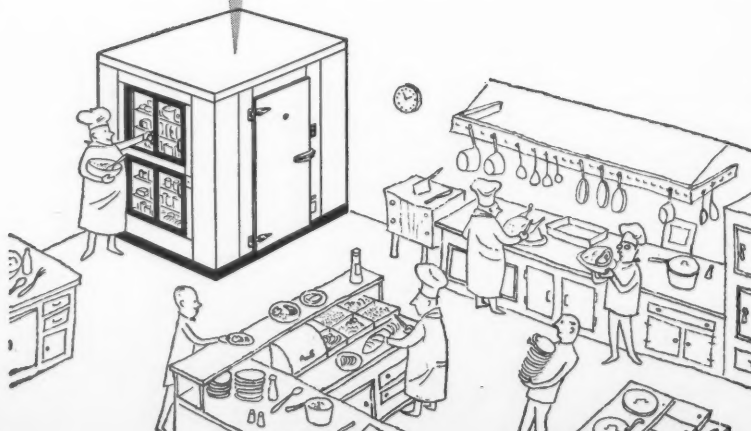
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Bally has the exact size and shape Walk-In you need—available as a cooler—a freezer—or a combination of both. Made for speedy erection. Add to it as your business grows. Write today for details about 1958's most modern Walk-In.

BALLY CASE & COOLER COMPANY • BALLY, PENNA.



years, is now being made also from longer-wearing vinyl plastic, according to an announcement by American Mat Corp.

The plastic version of this matting is lighter in weight, presents a non-porous, easier to clean surface and is grease resistant. An improved cushioning effect makes for better cleaning action and increased resistance to slipping, according to the manufacturer.

For further details write Dept. CM, American Mat Corp., 1733 Adams St., Toledo 2, O.

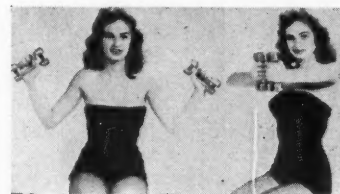
A newly developed apron, created especially for the club, restaurant and hotel industries, has been announced.



The apron, manufactured from non-woven "Marcan," is said not to tear or crack and to be completely impervious to grease, dirt, blood and water. It does not need laundering.

ing, can be wiped clean with a damp cloth.

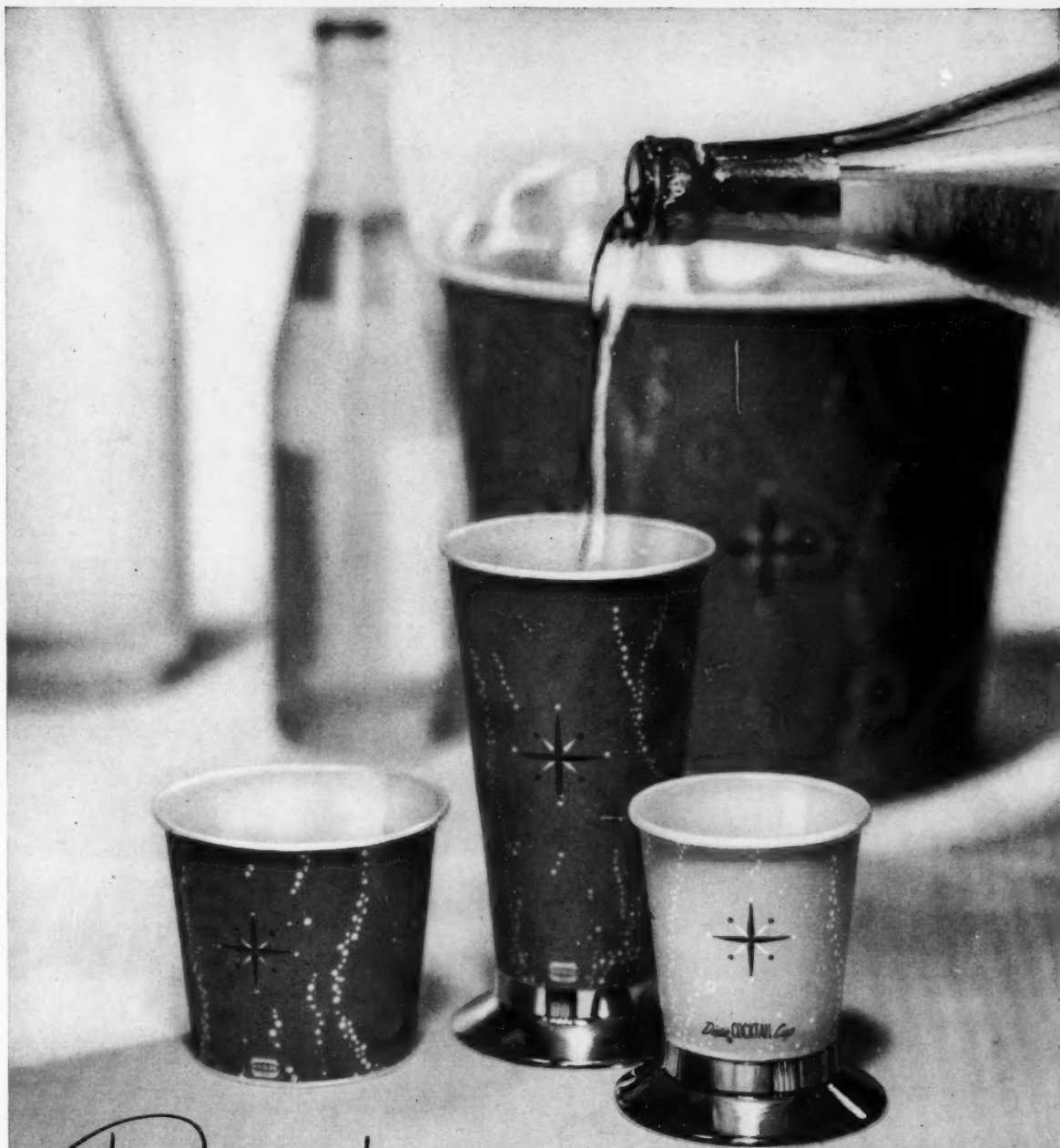
For more information write Dept. CM, Superior Mercantile & Mfg. Co., 576 Broadway, New York 12.



An item for consideration by both country clubs and city clubs is a new 3-in-1 exerciser now on the market.

The exerciser, which can be used at the club by diet-conscious members, is made of an aluminum alloy and is burnished to give a brilliant finish and smooth surface to protect the hands.

For more information, write Dept. CM, J. B. Sebrell Corp., 300 S. Los Angeles St., Los Angeles 13, Calif.



Perfected! New alcoholic beverage service!

Dixie Cup has now perfected a different kind of paper cup, with a specially resistant coating to protect the flavors of all the drinks you serve. The new *complete* alcoholic beverage service by Dixie Cup is elegantly correct in this "champagne design." Low in cost, quick to set up and clean up. Ask us for samples.

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"Repose"
pattern Goblet
9-oz. No. 8956



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In the Hotel Roosevelt's Rib Room Libbey provides complete glassware service



Distinctive table settings at the Rib Room.



IN THE HOTEL ROOSEVELT'S RIB ROOM, one of New York's most unique restaurants, the atmosphere is Early English . . . modern-day comfort in Elizabethan dress.

To blend with the feature of Early English inns, the Rib Room chose a complete line of Libbey Safedge tumblers and stemware . . . highlighting cut stemware in the "Repose" pattern for table service.

Libbey Fine Cut Glassware adds that extra touch of distinction to your service that seems to say "we serve the finest." A wide selection of patterns are available in stemware and tumblers in all sizes to complement interior décor and make the most attractive table settings. Every glass can be decorated with your distinctive and identifying crest.

Libbey Safedge Glassware is economical, too . . . assured by the famous Libbey guarantee: "A new glass if the rim of a Libbey 'Safedge' glass ever chips."

Profit from the beauty, economy, and distinctive appeal of Libbey Safedge Glassware. See your Libbey Supply Dealer, or write to Libbey Glass, Division of Owens-Illinois, Toledo 1, Ohio.

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GENERAL OFFICES • TOLEDO 1, OHIO

1958 Conference Plans Completed

By Wesley H. Clark, Managing Editor

LEADING club managers and educators will head a fine educational program at the 31st Annual CMAA Conference, which will be held in St. Louis from February 12 to 15 at the Sheraton-Jefferson Hotel.

As announced previously, this year marks the first time the national association has assumed complete responsibility for the success of the conference. The St. Louis host chapter in working with the CMAA officers is handling hotel reservations, and arranging menus and party plans. Secretary-Treasurer Daniel M. Layman, Union League, Philadelphia, and national conference chairman, is handling arrangements for sponsors, and has announced that financially the conference should be a success. Vice President Royce Chaney, Northwood Club, Dallas, as chairman of the Club Management Institute is in charge of the educational program and has selected outstanding leaders in the club field, and educators who appeared on the various short courses this past summer.

General Conference Chairman Thomas C. McGuffey, Missouri Athletic Club, reports that on Wednesday, February 12, as on all other conference days, the registration desk will open at 8:30 a.m. Wednesday morning there will be a meeting of the CMAA board of directors, then a special luncheon for directors and their wives.

A joint meeting for chapter presidents, regional directors and past presidents will be held in the afternoon. Delegates will have an opportunity to tour some St. Louis clubs, following which there will be a get-together, and cocktail party. The evening will be open for dinner, the theater and visiting hospitality rooms.

The conference will open officially on Thursday at 9:30 a.m. Women are invited to attend this first business session, before adjourning for their special program. Following luncheon managers will convene for the first of the educational sessions.

Walter Slowinski, counsel for the CMAA, will speak on the "Legal Aspects of CMAA." Charles E. Smith, manager of the Chevy Chase Club in Maryland, and one of the popular lecturers at the Cornell short course, will talk on "Automation." Winding up the day's schedule will be General Manager Harry J. Fawcett, Kansas City Club, long recognized as one of America's leading food men, who will develop "The Banquet Menu."

Thursday evening the United States Brewers Foundation will sponsor an Old-Fashioned Beer Garden Party at the new, beautiful Khorassan Room of the Chase Hotel. One of the outstanding party rooms in St. Louis, the Khorassan Room will be especially decorated for this event, and the menu will feature an 11-course Ger-

man dinner which should provide some excellent and unusual menu ideas.

On Friday a Valentine's Day brunch will be preceded by a juice table. The luncheon will honor members of the CMAA Twenty-Five Year Club. Special recognition will be given club members, all of whom are urged to make a special effort to be in St. Louis for the meeting.

Luncheon speakers will include Ervin A. Pickel, Jr., editor of the Missouri Athletic Club's "Cherry Diamond," who will talk about "Club Publicity." Professor Robert E. Beck, of Cornell University, will tell how to "Select Proper Personnel and Handle Properly."

The afternoon session will be devoted to round table discussions, with special sessions for city clubs, country clubs and university clubs. Following a reception, the evening will be open.

Saturday has been designated as "Past President's Day." A special luncheon has been arranged at which past presidents of the CMAA will be recognized. Father and sons will also be honored, after which a guest speaker will be featured.

Following lunch the concluding business session will be held, at which new officers and directors will be elected. The conference will be concluded with the annual formal dinner dance sponsored by the Distillers Hospitality Committee.

The women will be treated to a special entertainment program that will make them long remember St. Louis. While the men are attending the business session Thursday, the women will enjoy a real old-time "mellerdramer" aboard the Goldenrod, the world's last remaining showboat. Those with acting ambitions will be encouraged to take part in the show. Other plans include a special fashion show, a tour of St. Louis, a luncheon at the swank Park Plaza Hotel, and, of course, plans have been coordinated to include regular conference entertainment with the men.

Reservation Chairman Paul B. Lampe, Norwood Hills Country Club,

(Continued on page 32)

Education and Conference Chairmen



Royce Chaney



Daniel Layman

How to Make a Club a Home

By Kenneth E. Meisnest

Executive Vice President and Manager
Washington Athletic Club
Seattle

FOR more than a quarter of a century the Washington Athletic Club has endeavored to be a "family" club, a "community" club and a true "second home" for its members. While we are still far short of our goals, we are proud of the fact that more than 90 per cent of our 4000 resident members actively participate in club programs and activities.

Our methods are simple, and ones any club can duplicate. Here are a few of the ways by which we try to make our club an enjoyable and genuine "home."

We feel it is not enough merely to have members. It is most important that our members actually use, and use frequently, as many as possible of the club's facilities. But membership participation does not just happen; it must be planned and stimulated. This takes a lot of work on the part of the staff, but the effort pays rich rewards in happiness and a sense of achievement.

Good facilities, a "trim ship" and an efficient staff are of course vital to any club's success, and we endeavor to meet high standards in these regards. These also take a lot of work and planning in order to keep moving forward toward our objectives.

There is nothing new to club managers in either of the above truisms. All good clubs do these things, and many surpass our own modest achievements. There is another thing we do, though, that may not be as widely recognized. We try, as a club, to be an active citizen in our community.

Our "community-conscious" activities take many shapes and forms. For example, when the Pacific Fleet drops anchor each summer in the port of Seattle, the WAC opens wide its doors. With the Seattle Navy League as sponsor, the club provides space for

the Fleet Officers' Ball and actually puts on the entire party.

In the realm of community-wide service, the club contributed \$10,000 to the foundation of the Seattle-King County Blood Bank. In another field, the Washington Athletic Club sponsors five annual scholarships to promising students of the University of Washington School of Drama.

Another community service which has many facets is to provide rooms and facilities for many civic groups in order to give them a place to meet and carry on their projects. For example, the women's committee to the Seattle Symphony holds its monthly luncheons at the WAC, and the Rhodes Scholarship Committee holds its annual interviews in a room furnished by the club.

Each year the club offers a "Christmas Observance" program on three successive days directly before Christmas. These are noon-hour programs designed to interest the business men and women in the area, and both non-members and club members are invited to attend. The services are non-denominational, and each one is conducted by the representative of a different faith. Incidentally, our auditorium is almost always packed for these inspirational programs, and usually many are turned away for lack of even standing room.

Athletics have always played an important part in WAC programming, and our civic activities are no exception. Crew fans will recall that the 1946 and 1947 National Invitational Regattas were held in Seattle under the auspices of the Washington Athletic Club, and that the WAC four-man rowing crew won three national championships this past year in Philadelphia.

The "101" Club," a group limited to



Kenneth E. Meisnest

101 WAC members, was formed originally to stimulate amateur athletics. Each year the 101 Club and the WAC together sponsor a High School Football Inspirational Awards Banquet with more than 400 guests. These include the principals, vice-principals, coaches and players of the eight participating Seattle high schools, and many of the city's leaders responsible for developing high school sports activities. Similarly, a basketball dinner and a spring sports banquet are sponsored each year.

WAC-sponsored athletic teams have for many years achieved national and international reputations in such diverse sports as swimming, rowing, boxing and many others. Currently, the WAC has on its roster a coming international swimming champion in young Nancy Ramey, and Nancy's own father is no more proud of her achievements than is every member of the Washington Athletic Club.

WAC swimming coach Ray Daughters, incidentally, recently was elected chairman of the U. S. Men's Olympic

Games Swimming Committee, and re-elected head of the National AAU Men's swimming organization. In these offices he will have the responsibility for all preparations for the U. S. swimming entries in the 1960 Olympics in Rome.

The above are only some representative examples of what we mean by trying to be an active good citizen in our community. Through them we try and we do contribute a little to the betterment of our region. But even more important, in working on and sharing in these projects, our members help bring about accomplishments much greater than what any of us could do alone. This helps knit us together as a family, and results in a club strength and unity that reflects in all our other activities.

Of course one of the best assets a club can have is an efficient staff, and the WAC is blessed with a team that would make any manager proud. We have nearly 325 people on our staff, and all of these are dedicated to the goal of making the club truly the members' home. It is through the efforts of people like J. P. McCarthy, executive assistant manager and auditor; Edward B. Waite, assistant manager and secretary; L. Russell Noble, assistant manager; Mrs. Margery B. Leonard, women's secretary; and literally scores of others that we owe the fine team spirit that we enjoy.

The Washington Athletic Club is member-owned and member-run. The officers and board of governors are elected by the membership. Financial and administrative decisions are made by them at regular monthly and frequent special meetings. The success of our club is due in great measure to the unselfish effort expended by these members who pay close attention not only to program and community relations activities, but also to the club's over-all operations.

For example, President George Van Waters and his 1957 Board of Governors designed and put into effect the new WAC employee's pension plan. They authorized the complete modernization of the club's beauty salon, and they evolved our new series of Saturday afternoon movies for children under 12. These are merely three examples illustrating the time and thought the club's officers devote to the progress and improvement of our organization.

Through these efforts our club has continued to grow until now we have a closed membership, with 4000 active members and about 1000 more associate members.

We know, of course, that if we wish our members to accept the club as

their own home, we must provide a grade of service as close as humanly possible to absolute perfection. Perhaps "service," in all its aspects, is the biggest single key to whatever success we have enjoyed. On the staff side, we try to reflect "service" with clean linens, spotless powder rooms, charming hostesses, effortless dining, and a smooth operation of all our literally hundreds of functions, facilities and activities.

In order to maintain our fine "team spirit" and service, we try to be a place where people like to work. We pay a wage scale that is considered high but not extravagant. We have developed what we believe to be a fine pension plan. The entire cost of this retirement program is paid for by the club. Retirement normally begins at age 65, although provisions are made for "deferred retirements" if desired.

Pension benefits accrue at the rate of one per cent of 1956 earnings multiplied by the number of prior years of service, plus an annual rate of one per cent of all future earnings. The plan is designed to supplement but not supplant social security benefits, and is flexible enough to permit changes if the need should arise. Only staff members who have been with the organization for five years are eligible for the plan.

We also try to help our employees to help themselves. For example, one of our office boys, newly married, goes to the University of Washington; and one of the girls in the Women's secretary's office is an art major at the "U." Not long ago a former bus boy at the club was hired as an engineer by Douglas Aircraft. We are of course sorry whenever we lose good people, but we still think it a worthwhile policy to help our staff to advance. And we believe this pays practical benefits in the type of service these folks provide for our members.

Still, probably the most important factor in "making a club a home" is

■ Usage of the Washington Athletic Club is indicated in a few statistics for a typical month's operations. Such a period would see 4,499 breakfasts served, 23,613 lunches, and 13,023 dinners. In a typical month 6,093 use the gym, handball and squash courts, etc., 4,616 use the swimming pool, and 2,018 the bowling alleys. Even though many of these would be the same people using facilities several times, the totals are impressive.



Washington Athletic Club

providing facilities and activities which the members really enjoy using. These, particularly the activities, do not just "happen." They have to be planned, organized and promoted.

Part of the secret is to get a member to start using the club as soon as possible after he joins. We provide each newcomer with a "new member's book" containing coupons for free services in the various club facilities. Then we also have a new members' committee, composed of members and wives, who help the new arrivals become acquainted and feel at home, and our staff secretaries see to it that new members get off to a good start. While our membership is large, it is still very selective, and we find that most members soon fit easily into the club.

Another key is to have activities for as many age groups and as many interests as possible. We begin with swimming classes, baton-twirling and other programs for tots as young as four. We have special groups of activities for pre-teens, teen-agers and our "senior teens" in the age group from 20 to 30. Then of course we continue with a wide and varied program for our regular members.

We have found it a popular device to build around major entertainment features coming to the city, such as touring plays, musical attractions, sports events, etc. We reserve blocks of tickets, and our members have dinner and go to the show as a group, making a gala event out of what might have been an ordinary evening.

Then we bring a variety of special events to the club, also. For example, Seattle is one of the nation's leaders

(Continued on page 41)

Labor Costs and Employee Relations

How to Train the First Line Supervisor

By Robert A. Beck

Assistant Professor

Cornell University

■ Assistant Professor Robert A. Beck is a specialist in labor management relations at the school of hotel administration, Cornell University, Ithaca, New York. He has spoken to many groups on employee relations and has acted as consultant to clubs and hotels in employee training. This article is taken from a seminar for club officers and directors held at the Houston Club this past summer.

FOR the first time, or fairly recently, anyway, labor cost is beginning to surpass food costs in some institutions. Apparently this isn't so unless you can always find an unusual instance, I imagine, but labor costs are going up and up, and I imagine there will be a limit to food costs unless you can get it down to zero someday. That I would like to see! There are ways now that we have to control or try to control labor or payroll costs.

In the hotel industry there is more and more talk of automation. For example one man has presented this idea: We walk into the hotel; we are registered automatically, we go into automatic elevators that say "Good morning," and they let us out on the floor while they play music and probably put in a few commercials for the hotel dining room. Everything is completely automatic. No human being is around at all.

These are the questions, of course, of automation, whereby we hope to decrease the labor force. There are other certain principles of personnel administration as far as work simplification goes, as far as job descriptions go. These are in the field of what we might call scientific management.

I think most forward-looking clubs today have some type of a job evaluation: Looking at the job, describing the various things right down to the most minute details of what a

cook does, what a waiter does, and so forth, and evaluating that job in terms of, are we paying too little, too much, and so forth? There are these things, maybe, to control labor costs.

There is another important element—your first-level supervisor, the second lieutenant of your outfit. He is the one that has to command the troops, the rank and file employees of your club.

How can we make him a better person, to make the working force of the club more efficient? I have been doing quite a bit in training of supervisors of this level, to try to explain a few things about why people do what they do.

I have been trying to talk in training sessions to these supervisors who, in turn, will train or teach their employees some of these basic ideas of human behaviour, individually and groupwise.

What does the supervisor expect of management?

There have been a good many studies in this field and we begin to see more and more coming out of this general type of thing. The supervisor wants management, or expects from management, cooperation, help, information. If there is anything that a person does not like it is not being told about something. People resist change. No matter what you do, people get involved in a little pattern of life. We work side by side, the waiters in a particular dining room, the cooks in a particular kitchen area. Then, something is changed. If we are going from tips to service charge, let's get the word on down, because no matter whether it is good or bad, as far as the employee is concerned, he looks at it as affecting his job. We are all selfish to a degree. We have to be, and the employee is worried about his little lone life and what this change is going to mean for him.

So the supervisor wants information from management. I presume, too,

that management would ask the same thing of the board of directors of his club. Likewise, the worker wants to be informed. He wants to be treated fairly. He wants it to be realized that he is part of the club. The supervisor likes to have it realized that he is part of management. And this whole idea of basic needs of human beings to be recognized, to have status, is more and more coming into effect, perhaps not only because of the rising cost of labor, but because, it seems to me, the club manager seems to be a kind of human relations expert.

Which is better? To know the job or to be able to handle people? The tendency is to be able to handle people. Supervisors and managers all get effect through people. That is the answer to your success. As a supervisor, you deal with people and you get your results through people. Not that you shouldn't necessarily know the job because I think it almost goes hand in hand, and it is nice if you can get a combination of both. If we could graduate people that knew all about food costs, beverages, how to handle people and how to fix the sand trap on the 18th hole, we'd have, indeed, a valuable person.

So the supervisor expects certain things of management. The worker expects certain things of the supervisor. And the club expects things of everybody. I presume that the goal of any club is to provide hospitality, food, drinks, relaxation of some kind whether it be swimming or golf, whatever it may be. That is the goal or the aim of the club. Now, is that the same goal or aim as the individual employee or the manager or the supervisor? We hope so. But, unfortunately, many times it is not. One of the things discovered sometime ago was the evolution of little groups in a club, or in any work situation—informal groups that don't show on any chart of organization. Whenever people get to

(Continued on page 38)

Here is one way a club
can advertise

Use Paper Place Mats To Sell Dining Facilities

By Mackarness H. Goode

CLUB executives and dining room managers have very few opportunities to advertise their dining facilities or any other club services. Unlike the operators of public places, they cannot put on dynamic campaigns to attract attention to themselves or their offerings.

Under these conditions club managers across the United States are turning to the use of printed paper place mats as a means of promoting the use of their clubs and services, a survey of 350 eating establishments indicates. The mats have long been used as a means of dressing up individual place settings and of assuring absolute sanitation wherever flat silver is placed on tables. But managers are now coming to use the space on the mat (half the size of a large newspaper page) for restrained but effective advertising.

The club manager has two possible methods of advertising through his place mats. The survey shows that managers are taking increasing advantage of a psychological situation that especially favors the club dining room. At the same time the study suggests that club managers may be able to use to a greater extent the advertising techniques being developed by commercial eating establishments.

There is a special psychological factor in food service recognized by many top restaurant operators. That is, that patrons want something more from good restaurants than the food itself. Generally, in eating away from

home, customers like to eat in places that do *them* some credit, either in the tastefulness of the atmosphere, or in the special quality of the cooking, or in the fact that the restaurant makes the diner feel that he is part of a worth-while group.

Clubs and their dining rooms have a particularly strong appeal in this last respect. A club always has a suggestion of exclusiveness, the members

have a group feeling, and the facilities are usually better than those easily available to the general public.

Many club dining rooms are advertising themselves by appealing to the members' pride with paper place mats that emphasize the club's special characteristics. Here are four ways that club dining rooms are appealing to club spirit:

1. Golf clubs often show diagrams of their course layouts. The Monterey Peninsula Country Club in Pebble Beach, California, for instance, shows a pleasant drawing of the club house, a flag-decked golf plan and a suggestion of sand dunes and a peninsula stretching into the sea. Other clubs include reproductions of their score cards, sketches of proposed additions to facilities, and announcements of future tournaments.

2. Clubs without golf courses find many other ways to emphasize their functions. A yacht club may show the silhouettes of boats; the California Racquet Club in Los Angeles uses a colorful design of tennis rackets, net and balls. The La Grange (Illinois) Country Club shows a sketch of a golfer but puts main emphasis on pictures of two of its lounges.

3. Fraternal groups such as the Elks often present impressive pictures of their emblems and insignia. The Pendleton (Oregon) Elks Lodge uses a mat with an imposing black elk's head, the lodge name and the words

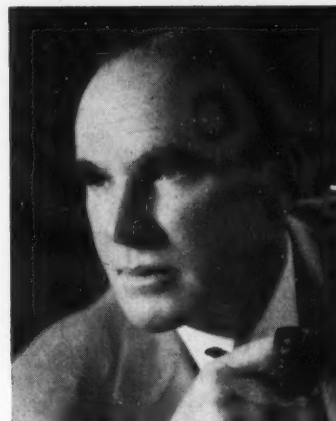
(Continued on page 40)



Quality and Service Are Keynotes Of Club With Select Membership

By Thomas B. Burness, Manager

California Club
Los Angeles



TODAY, in this fast moving and highly commercialized age, there are far too few establishments where service and quality take precedence over "a glamorous front." In every large city there is a place for the club which maintains all of the tradition of clubdom, clubs which refuse to yield to commercialism.

The California Club has never had a large membership. Quality has made the club outstanding. Rigid requirements on the part of the admissions committee are adhered to at all times. There is no letting down on quality of membership. This was one of the first problems to be solved, and the board of directors knew that over the long pull this decision would prove to be correct. Today the wisdom of their decision is evident; there has been no lessening of membership requirements. Operating problems of the California Club have not been solved by building up the membership, nor is it quite likely that they ever will be solved that way.

At the present time the club attempts to operate on membership dues and the revenue from the various service departments. Therefore, it is important that present members be retained and a waiting list established. Members must be sold on their club. Here is perhaps the most interesting phase of the club. No high pressure methods are ever permitted. No ballyhoo, no drives or campaigns for membership. The physical equipment in the club is kept in top shape, and service is maintained as efficiently as is possible. An atmosphere is established which is so inviting that members come to prize their membership and in turn to use the club as a club was intended to be used, as the members' "other home."

Management knows that because of a club's reputation many members retain their membership even though

they seldom take advantage of its facilities.

Providing that extra measure of service is probably the keynote of the California Club's success. Foundation of this service is the personnel of the club. With more than 200 employees, the club boasts of more than 20 with over 25 years of service; four employees with over 40 years; and one with 51 years of loyal and devoted service. No club is any better than the employees who serve it, and the California Club is indeed proud of this record and fortunate in the devotion and steadfastness of its staff.

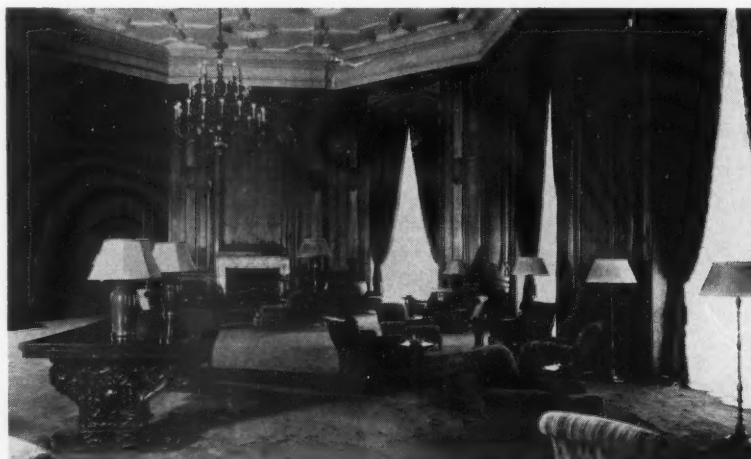
The exterior architectural treatment of the building suggests the Mediterranean and French Renaissance, with certain modification in keeping with a Southern California setting. Of brick and stone construction and tile roof, the club's home gives the impression of quiet elegance and solidity. A graceful brick wall surrounds the site and adds a note of isolation as well as magnificence to the structure.

More impressive even, than the exterior of the building, is the interior. The main entrance is reached from broad, terraced, marbled steps that lead to the grand hall which bisects the ground floor of the building, a full block. Mirrors of 18th Century design, brought over from Italy and Spain, and tables and chairs of the Renaissance period give the foyer an atmosphere of elegance that is supplemented by the 18th Century paintings of an Italian master. On the ground floor is the big living room whose paneled woodwork, in English oak, huge lounges and comfortable leather chairs, and carved tables from an Italian palace, set off by two great fireplaces and a beautifully carved ceiling, convey the atmosphere of splendor which permeates the entire building.

The main dining room, seating more than 350 persons in comfortable saddle-type leather chairs, is also on the first floor. Paneled woodwork in English oak and massive chandeliers of

(Continued on page 24)

Quiet elegance is feature of exclusive California Club.



CLUB MANAGEMENT: JANUARY, 1958

"Wound up 1957 Colorado Beef Week serving 559 meals on Sunday,"



says J. Frank Birdsall, Jr., Manager
Treadway Inn
Rochester, New York

"... in addition to your splendid assistance and cooperation, the two other outstanding parts of the promotion were that we received the very finest prime meat I have ever seen and wound up Colorado Beef Week serving 559 meals on Sunday, February 10th, the largest Sunday at Treadway since Mother's Day in 1956—one of the big holidays of the year."



Rochester's Treadway Inn, the first motor court inn built in the heart of a city, is one of 17 Treadway Inns located throughout the East and South.

Last year hundreds of clubs, hotels and restaurants, like the famous Treadway Inn, made money by tying in with this promotion. Our second annual National Colorado Beef Week, set for February 1 to 9, 1958, again offers a wonderful profit opportunity for you. Millions of Americans (many of your own patrons) will be sold on dining out during this special week through national advertising and publicity on Prime and Choice Colorado Beef in New Yorker, Gourmet, newspapers and on radio and television.

To help you get your share, we've designed a host of promotion material you can use to associate your estab-

lishment with this "special week". Included are special recipes, ideas for party decorations, mailing pieces, radio copy, steak sticks and much, much more. Plan now to tie in and cash in. Send for your 1958 National Colorado Beef Week Kit, which illustrates this **FREE** material. There's no cost — no obligation. So, mail the coupon today!

Harold Haney
Products Division, Room 453
Colorado State Advertising & Publicity Committee
State Capitol, Denver 2, Colorado

Please send me your free promotion kit on 1958 National Colorado Beef Week.

..... I am now serving Prime and Choice Colorado Beef purchased from.....

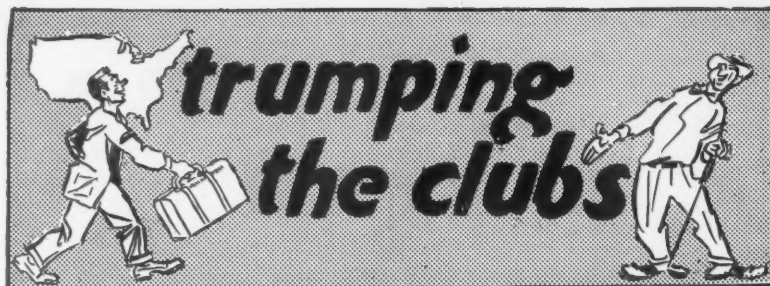
..... I am interested in Prime and Choice Colorado Beef. Please send names of suppliers in this area.

Your Name.....

Firm Name.....

Address.....

City..... Zone..... State.....



Gene Gilmartin

Gene Gilmartin, who is manager of the Rotunda Club, Richmond, Va., has announced his resignation to accept the position of manager of the Cleveland Yachting Club. Mr. Gilmartin is active in both the Virginia Chapter and CMAA, and is serving currently on the CMAA Editorial Advisory Committee.



Shown in the CMAA offices in Washington, D. C., are Roy J. Shields, Annapolis Country Club and president of the National Capital Chapter which presented a desk and chair to the national headquarters; Edward Lyon, executive secretary; and Mendell F. Rice, University Club, Washington, D. C. On the front center of the desk is a brass plaque reading: "Presented to the Club Managers Association of America by National Capital Club Managers Association, May, 1957." The desk pen shown was given Mr. Lyon by the Penn-York Chapter upon his departure for Washington. Not in the picture but enjoying a prominent spot on another wall is a color print of Independence Hall, Philadelphia, a gift from the Philadelphia Chapter.

The Twenty-Five Year Club of the CMAA is planning a meeting at the CMAA Conference in St. Louis in February, according to a note received from Ferd L. Clemen, secretary.

The club is open for applications from managers who have been manager of the same bona fide club for 25 consecutive years. The group is looking forward to a large attendance at the Conference meeting.



John Schwend, who has been at the Wichita Falls (Tex.) Country Club for nine and a half years, was appointed manager of the Dayton (O.) Country Club effective January 1. His wife, Margaret, will be assistant manager at the club.



Donald S. Potter reports that things are going smoothly at the Hamilton Golf & Country Club, Ancaster, Canada, where he has been since last spring as general manager. He formerly was at the Marlborough Golf & Country Club, Montreal for four years.



Clyde Roberts

Clyde Roberts, formerly manager of Westwood Country Club, Rocky River, O., reports that he is now general manager of the Willow Oaks Country Club, Richmond, Va.

The club is just getting started. It has 175 acres of land, five miles from downtown Richmond and has an eight-room mansion on the property which is being used as a temporary clubhouse until a permanent one is built. A championship 18-hole golf course is being built and a contract has been let for an L-shaped swimming pool. The clubhouse is expected to be completed next September.

Prior to his connection with Westwood, Mr. Roberts was associated with the Norfolk (Va.) Yacht and Country Club, and the Greenville (S. C.) Country Club.

CMAA Conference St. Louis February 12-15

President Robert C. Mare of St. Louis' Missouri Athletic Club prepares to cut the ribbon signaling the opening of the club's new Aloha Room. The new room, on the 11th floor, was opened on November 26 and will be an addition to the club's facilities. It boasts three shuffleboard courts and a bar. Manager of the club is Thomas C. McGuffey.



CLUB MANAGEMENT: JANUARY, 1958



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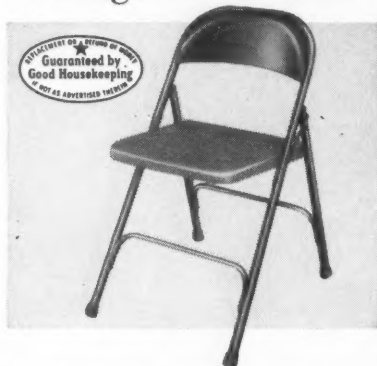
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Martin E. Barry has been appointed general manager of the Westchester Country Club, Rye, N. Y., it has been announced by Paul Joseph White, club president.

Mr. Barry, who succeeds the late David J. Martin, spent his career in the hotel field, until he became resident manager of Westchester in June, 1955. He has served with such hotels as the Barclay, Lincoln, St. Regis and Biltmore in New York City.



Charles "Jack" Hall writes he is enjoying his job as manager of Crestview Country Club, Wichita, Kan., where he has been since June. Mr. Hall went to the club from the Wichita Elks Club where he was manager for four years.



Howard Mehlman, manager of the Denver Country Club, and **James L. Haines**, superintendent of grounds, inspect one of several new greens now under construction at the club. The golf course is being redesigned and new holes added; the city bought land from the club for a widened avenue which necessitated relocation of some of the course and additional land was purchased by the club.



Joseph A. Forte has been appointed manager of the Philadelphia Art Alliance. For ten years, Mr. Forte was chef-steward at the Manufacturer's Country Club, and for the past two years was manager of the food department of the Johnsville (Pa.) U. S. Naval Air Station. He recently was named chairman of the Culinary Beneficial Association of Philadelphia.



Arch Dillman

Arch Dillman has been named to manage the University Club, Denver, succeeding John Devers, who resigned. Mr. Dillman's club experience has included the Denver Club, Norwood Hills Country Club, St. Louis, Shrine Country Club, Lincoln, Neb., and the Petroleum Club, Denver.

Frank B. O'Connell, manager of the Athens Athletic Club, Oakland, Calif., reports that he was hospitalized or ten days during November, but is now back at the club on a full-time basis and recovering rapidly.

Mr. O'Connell recently was host to a luncheon of East Bay area managers honoring CMAA President Richard E. Daley. Serving at the party was the club's new maitre d', Amos Boyd, who after 12 years service with the club, replaced the former maitre d', Jay Hicks, who died unexpectedly.

At a party at the Athens Athletic Club for CMAA President Richard E. Daley, from the left: David S. Kennelly, William H. Davis, Cannon Lorimer, Mr. Daley, Amos Boyd, Frank B. O'Connell, Richard E. Felker, Joseph P. McConahy and Frank W. Curcio.



What is **JACK DANIEL'S** doing in **NEWSWEEK**?

And in **TIME**, **TRUE** and **HOLIDAY**? If you have trouble keeping enough Jack Daniel's in stock, you may wonder why we keep promoting it. It's because we want to help you hold onto your Jack Daniel's customers for the day when there will be more of our product to go around. By reminding our Jack Daniel's friends of the rare, old-time taste and smoothness of our sippin' whiskey, we give them good reason to keep trying to get it—and coming back again and again.

A **SMOKY HAZE** LIFTS over our Tennessee "Hollow" and, if you were standing in the square of near-by Lynchburg (Pop. 399), you'd say, "The folks over at Jack Daniel's are making charcoal." And you'd be right. Hard maple charcoal burned in the open air for the very special job of "Charcoal Mellowing" our whiskey. You may wonder why we "Charcoal Mellow" before aging when other distilleries don't. We're simply convinced it makes Jack Daniel's the smoothest whiskey you can buy. We think you'll think so, too. Should you have trouble finding Jack Daniel's, it's because the number of our friends keeps growing. We hope you'll try again.



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MELLOWED"

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BY DROP
BEFORE
AGING

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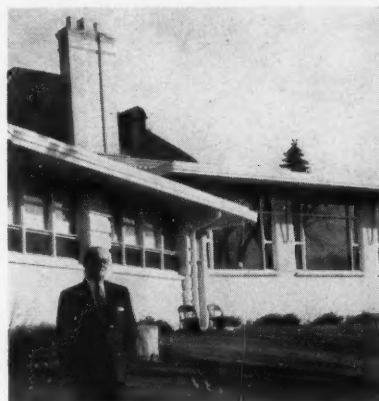
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Mrs. Margaret Beeman has resigned as manager of the Shuttle Meadow Country Club, New Britain, Conn., according to a newspaper report sent to us by Joe Tonetti. Poor health was the reason given for her resignation. Mrs. Beeman is said to be Connecticut's only woman country club manager and one of the few women in the country to hold that title. She had been at Shuttle Meadow for more than 23 years. She was a director of the Connecticut Club Managers Association.



Meadowbrook Country Club in suburban St. Louis was completely destroyed by fire December 12. Firemen fought the spectacular blaze for more than 12 hours in bitterly cold weather which turned the nearby grounds into a sea of ice from the water from the hoses.

Loss was set at over \$1 million. Cause of the fire, which apparently started in a wing which housed the locker rooms, was undetermined. The club had only recently put in new kitchen equipment and new furniture. Steffen Diamant is the manager of the club.



Charles Rankin, manager of Green Gables Country Club, Denver, is shown in front of the dining porch which overlooks the club's swimming pool and a lake which is used for both swimming and boating. The club is planning extensive improvements during the winter and spring.



Arthur Karr is now at Le Cordon Bleu, Dania, Fla., where he is serving his tenth season. In conjunction with Le Cordon Bleu, during the summer season he has managed Cliff Country Club, Ogunquit, Me., Essex Country Club, Manchester, Mass., and Mount Pleasant Country Club, Worcester, Mass.



Edwin L. Nelson has been appointed manager of the American Turners, Detroit. His experience includes affiliations with Glen Oaks Country Club, Lee Plaza and Detroit Elks Clubs, manager of a restaurant and assistant at Lakepointe Country Club.

Captain Audis L. Croom, secretary of the Officers' Mess at Chanute Air Force Base, Ill., sent this picture of a buffet produced at the club. Behind the table is the club's new chef, Jack Tutt (left) and his assistant, A/1c Bill E'ler. Chef Tutt has served as chef in such clubs as the Springfield (Ill.) Country Club and the Sullivan (Ill.) Country Club.





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The big opportunity to save money in floor care is NOT in the pennies spent for materials. Rather, it's in the dollars that go for labor. Super Shine-All can help you save *real money*, by cutting cleaning time as much as half. Here is another proof of the axiom, *Economy in floor maintenance never comes from cheap materials*.

NOTE: Use Super Shine-All effectively and safely on ALL floors, including resilient, terrazzo, etc. It's **CHEMICALLY NEUTRAL**—no free acids, no free alkali, no crystal-forming ingredients, no solvents, no harsh abrasives. U/L approved slip-resistant.

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Roy Leonard, manager of the Cuvier Press Club, Cincinnati, is shown here as he was honored recently by being made a Kentucky Colonel by Governor A. B. "Happy" Chandler. The occasion marked Mr. Leonard's beginning his 25th year as manager of the club. In the picture with Mr. Leonard (second from right) are his friends who made the honor possible, Gordon Jennings, Herman Mergard, Jr., Harry W. Heskamp and Lawrence Baumback.



At the Kansas City Club, menus include a smart, little insert which tells about seafood—how it is prepared and served and the various kinds likely to be seen on Kansas City menus. General Manager Harry J. Fawcett is responsible for the innovation.



John J. O'Connell, manager of the New York Produce Exchange Luncheon Club, Inc., we have just learned, died early in September. Mr. O'Connell, who was a member of the CMAA, is survived by his wife, Etta.



George F. Ehrhardt writes that he is moving into his home in St. Petersburg, Fla. Mr. Ehrhardt recently retired as manager of the Hutchison (Kan.) Town Club, after serving the club for many years.

Famous Plum Hollow Golf Club, Southfield (Detroit), Mich., features this spectacular back bar arrangement of Libbey glassware. In addition to the king size cocktails, the glittering display includes Georgian stemware and fluted Esquire tumblers. Forest J. "Red" Large is manager.



Peter J. Hatas has resigned a manager of Brynwood Country Club to become manager of the Milwaukee Club.



Col. Henry R. Dutton, prominent hotel and club manager, has been appointed vice president and general manager of the Flamingo Hotel and Club, Miami Beach, Fla.



Oscar Haller, former club manager and CMAA member, died recently, according to a report received by the CMAA office. Mr. Haller had been living in Switzerland.



Pictured here are Leon and Suzanne Ouellette. He has retired after 25 years as manager at the Acacia Country Club, near Cleveland. Mr. Ouellette opened the Shaker Heights Country Club as assistant manager in 1915, and at one time was assistant manager at the Cleveland Athletic Club. For 12 years he managed the Elyria Country Club. The Ouellettes plan to retire near Palm Beach, Fla., but are presently living at 7350 Euclid Ave., Cleveland.



H. F. Lewis has been appointed manager of the Inverness Club, Toledo, O.

Patrick J. McAloon, former club manager and a member of the CMAA who was living in Hamden, Conn., died on November 16.

Quality and Service

(Continued from page 16)

pure German silver hang suspended from a carved ceiling.

The second floor is the Ladies Annex, entrance to which is apart from the main entrance for club members. Furniture and art work, imported from France and Italy, create an 18th Century atmosphere. The ladies' dining room, more than 110 feet long, reception room, waiting rooms, lounges and beautiful hallways, furnish ample space for the abundance of mirrors, chandeliers and art pieces that were imported to furnish the ladies' quarters.

The third floor of the club provides much of the club life for members. Here, furnished in American oak, is a combination card room and dining room, as beautiful a room as is to be found anywhere. On this floor, too, are a number of private dining rooms, the library, and the Directors' private dining room. Off the card room, and on both sides of the building, are two lovely open hanging gardens or patios. Growing plants, rare shrubs and trees dot these tiled terraces.

Sixty bedrooms, large and well equipped, take up the fourth, fifth, and sixth floors. An open-air exercising runway encircles the seventh floor where the athletic facilities of the club are housed. Turkish baths, squash courts, and a small gymnasium equipped with adequate facilities are also on this floor.

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Bulletin of the CLUB MANAGERS ASSOCIATION OF AMERICA

VOL. XIII

JANUARY, 1958

No. 10

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DEAR FELLOW MEMBERS:

Several changes to the By-laws of our association have been suggested by one or more of the following groups: chapter relations committee, chapter presidents, regional directors, government affairs committee, and chapter members.

The following have been properly proposed in accordance with Article VI of the By-laws. They will be announced and submitted to the membership for vote at the St. Louis Conference in February.

1) A new category of membership for retired managers. Eligible will be members over 65 years of age who have belonged to CMAA for at least 15 years. Dues for this group will be 50 per cent of the prevailing rate for other categories. (Art. I, Sec. 1.)

2) Members joining CMAA after June 1 in any year will pay only half the annual dues, instead of the full year as now required. (Art. I, Sec. 7.)

3) The grace period for payment of dues will be limited to three months, instead of the present six months. (Art. I, Sec. 9.)

4) Transfer to Associate status will be automatic when a member leaves the club field, instead of the current requirement of written request for transfer.

Further suggestions for amendments must be filed in accordance with the By-laws. Recommendations from Chapters: to Edward Lyon, Exec. Secy, CMAA, 1028 Connecticut Ave., N.W., Washington 6, D. C. Recommendations from individuals: to S. T. Sheets, Lake Shore Country Club, Glencoe, Ill. Time is getting short, so please forward these immediately.

By-laws Committee

S. T. SHEETS, Chairman

News of the Chapters— San Francisco

The San Francisco and Bay Area Chapter was honored November 25 with a visit from CMAA President Richard E. Daley, who was entertained at a formal dinner party at the St. Francis Yacht Club, with Manager Fenwick L. Witt as host. The dinner itself was a gourmet's delight and included four types of imported wines.

President Daley spoke to the group

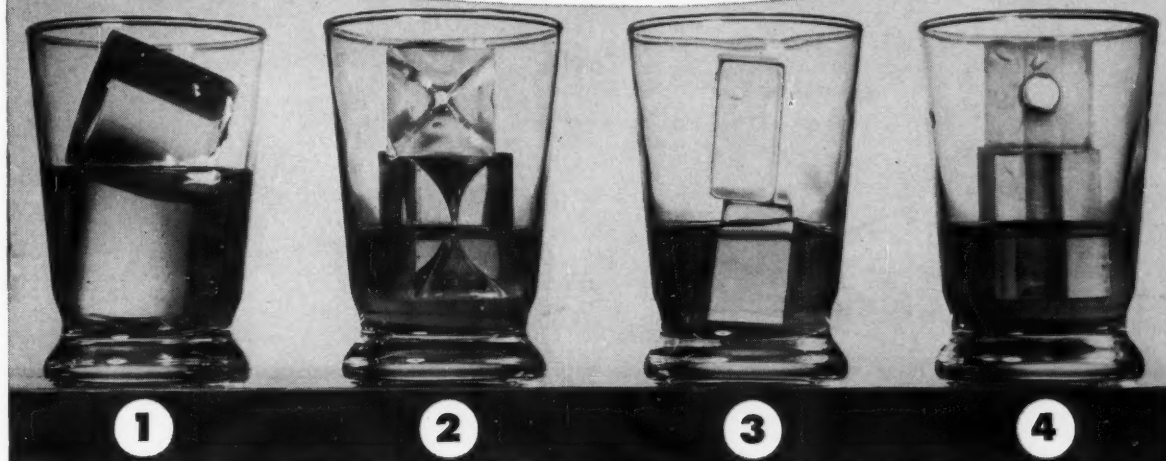
about the CMAA program. On Sunday James O. Carey entertained with a cocktail party for Mr. Daley and the chapter's board of governors, after which the group moved to the California Golf Club, where Chapter President Alfred G. Fry is manager, for refreshments and dinner. Mr. Daley was also entertained Monday at a luncheon by the managers of the East Bay area at the Athens Athletic Club, Oakland, with Frank O'Connell as host-manager.

The chapter held its October 15

At a party by the San Francisco Chapter board of governors honoring CMAA President Richard E. Daley, standing from the left: Clarke Mathews, Erich Kruger, John Martin, Alfred G. Fry, Frank O'Connell, John Bennett and Fenwick Witt. Seated, from the left: James O. Carey, Mr. Daley, Joel Brown, David Kennelly and Fred A. Irvin.



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round Scotsman cubes are big and solid—they protect the taste and "snap" of each drink right down to the very last drop. You'll please your customer and encourage quick re-orders.

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Shown here are those who attended the Illini Chapter meeting November 25 at the Creve Coeur Club, Peoria.

meeting at the Orinda Country Club, with Clarke Mathews as host-man-
ager. The evening included an excel-
lent dinner and a brief talk by CMAA

Director Kenneth Meisnest on the benefits of the CMAA as related to the West Coast.—Fred A. Irvin, secretary.

Illini

Ed Ringer, Lakeside County Club, Bloomington, was elected president of the Illini Chapter at a meeting held November 25 at the Creve Coeur Club, Peoria, with James A. Sherertz, manager, as host.

Other officers elected were Joe Dodge, Elks Club of Champaign, vice president; and Bill Cook, Illini Country Club, Springfield, secretary-treasurer. Directors elected were Chuck Talbott, Lafayette (Ind.) Country Club, and John Carey, Danville (Ill.) Country Club.

Some 43 people attended including the president of Creve Coeur, Edward F. Keefer, Jr., and his wife, and the chairman of the house committee, Carl Young, and his wife.



Officers of the Illini Chapter are: Front row —Joe Dodge and Ed Ringer; back—John Carey, Bill Cook and Chuck Talbott.

Mid America

A total of 29 attended the October 30 meeting of the Mid America Chapter at the Kansas City Country Club with Dorothea Buschmann and Harriette Woods as hosts.

A novel dinner featured the members going to the kitchen and helping themselves to a kitchen buffet which included broiled chicken, Parisienne potatoes and broccoli au gratin.

Among the guests were Mr. and Mrs. C. H. Heuermann who brought a hi-fi and loud speaker set, with many records, to provide music for dancing.



Members of the Mid America Chapter are shown here at a meeting at the Kansas City Club October 30.

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Oregon State

The next meeting of the Oregon State Chapter will be held at the Waverley Country Club, Portland, on January 17, with Manager C. W. Gal- loway as host. Election of officers for the year will be held at that time.

Badger State

The Badger State Chapter held a Christmas party at Tripoli Golf Club, Milwaukee, on December 16, with Robert M. Butler as host.

Evergreen

CMAA President Richard E. Daley was the guest of the Evergreen Chapter on November 14 and 15 for a tour of the city of Seattle and the clubs and a meeting at the Washington Athletic Club where CMAA Director Kenneth Meisnest is general manager and Chapter President J. F. McCarthy is executive assistant manager.

Mr. Daley spoke on the CMAA's activities and urged everyone to attend the conference in St. Louis in February. Other hosts of Mr. Daley while he was in Seattle included Glenn Durbin, manager of the Rainier Golf and Country Club; Bud Good, manager of the College Club; Miss Ruth Peach, manager of the Seattle Tennis Club; Charles Jones, manager of the Rainier Club, and Robert Bernard, manager of the Tacoma Country and Golf Club.



At a meeting of the Evergreen Chapter November 15 were, from the left: Kenneth Meisnest, a director of the CMAA and executive vice president and manager of the Washington Athletic Club, Seattle; Richard E. Daley, CMAA president and manager of the Army Navy Country Club, Arlington, Va.; and J. F. McCarthy, president of the Evergreen Chapter and executive assistant manager of the Washington Athletic Club.

Peninsular

The newly organized Peninsular Chapter met November 25 at the Peninsular Club, Grand Rapids, with Manager Elmer G. Greene as host. The chapter, which is scheduled to receive its charter at the CMAA Conference in February, is an outgrowth of many years of social meetings of West Michigan club managers.

Officers of the new group are W. Bruce Matthews, Greenridge Coun-



Pictured above are the members of the newly formed Peninsular Chapter of CMAA who met at the Peninsular Club, Grand Rapids, Mich., on November 25.

try Club, Grand Rapids, president; A. Macioge, Kalamazoo Country Club, secretary-treasurer.



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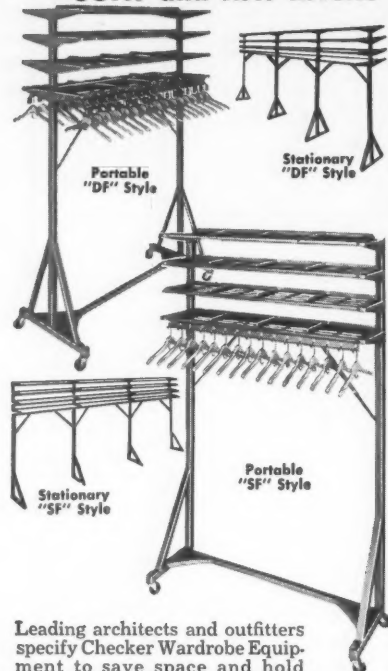
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Chicago

E. W. Matteson, Hinsdale Golf Club, was elected president of the Chicago Chapter at a meeting held December 4 at the Illinois Athletic Club, with James T. Bristol as host.

Other new officers include E. L. Flaim, University Club, first vice president; Mr. Bristol, second vice president; Tony Wayne, Riverside Golf Club, secretary-treasurer.

Directors are A. A. Ackerman, Glenview Country Club; C. V. Crump, Butterfield Country Club; Ben Was-kow, Brookwood Country Club; G. O. Gunderson, Green Acres Country Club; and R. M. Broms, Skokie Country Club.

The annual fall dinner-dance was held by the Chicago District Chapter November 18 at the Elmhurst Country Club with Mr. and Mrs. Jack Fina as hosts. Approximately 100 members and guests attended.

The chapter also held its annual Christmas formal dinner dance at the Drake Hotel on December 16.—Tony Wayne, secretary.

Detroit

The Detroit Chapter held its annual past presidents dinner-dance at

the Detroit Athletic Club with Manager Arthur Erickson as host. Dancing was to the music of Jack Rosevear's orchestra.

Connecticut

Joseph P. Tonetti, New Haven Country Club, spoke on the CMAA Conference at the December 3 meeting of the Connecticut Chapter at the New Haven Lawn Club, with Richard F. Kirwan as host-manager. Grab bag gifts were exchanged.—Leon Sherman, secretary.

Albany

William P. Eckert, Fort Orange Club, Albany, was elected president of the Albany Chapter at a meeting held October 23 at the Mohawk Club, Schenectady, with Fred O. Ashworth, Jr., the host.

Other officers elected were Lynden M. Cool, Schuyler Meadows Club, Loudenville, vice president; Mr. Ashworth, secretary; and Joseph C. Middleton, Mohawk Golf Club, Schenectady, treasurer.

Directors are Duane K. Skinner, Albany Country Club, Harold H. Hewitt, University Club of Albany, and Walter C. Mack, Troy Club.—Fred O. Ashworth, Jr., secretary.

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St. Louis District

The St. Louis District Chapter discussed Conference plans at the November 27 meeting held at Norwood Hills Country Club, with Paul Lampe, manager, as host.

Tom McGuffey, Missouri Athletic Club, and general chairman of the conference, outlined details of the conference program and various committee heads reported on progress.

The ladies' entertainment committee, in a separate meeting, worked out plans for their part in the conference program. Refreshments and a delicious steak dinner were served. —Irvin Jochim, secretary.

New Jersey

Herbert Moran, Canoe Brook Country Club, has been elected president of the New Jersey Chapter at a special meeting held November 15 at Baltusrol Golf Club, Springfield, where retiring chapter president, Carl Jehlen, is manager.

Other new officers named were Phillip H. Gunther, Essex County Country Club, vice president; and Richard Worthington, Plainfield Country Club, secretary-treasurer. New directors are Mr. Worthington, three years, and Marty Holtz, Maplewood Country Club, one year.

On November 18 the chapter celebrated its 20th anniversary with a dinner dance at the Morris County Country Club, Convent, with Mr. and Mrs. Maynard C. McAllister as hosts.

Invited to attend the meeting were officers of the CMAA, three charter members of the New Jersey Chapter —Jack Bond, Ed Grissing and Louis Parlamento—and club officials of New Jersey clubs.

Piedmont

Reginald Scott, Carolina Country Club, Raleigh, N. C., was elected president of the Piedmont Chapter at the November 10-11 meeting held at the new Starmount Country Club, Greensboro, N. C., with Ben and Francis Speidel as hosts.

Other officers elected were Frank Johnson, Old Town Country Club, Winston-Salem, N. C., vice president; W. Reginald Lamb, Columbia (S. C.) Country Club, secretary; and William Nixon, Emorywood Country Club, High Point, N. C., treasurer.

Highlighting the meeting were several outstanding meals including a sumptuous buffet Sunday evening, a North Carolina breakfast Monday morning, and luncheon Monday noon when Mr. Benjamin, who was instrumental in the designing and building of the new clubhouse, spoke on the

club and its history.—W. R. Lamb, secretary.

Metropolitan

Fred Hollister, Scarsdale Golf Club, was elected president of the Metropolitan Chapter at its meeting held November 18 at the Leewood Golf Club, Tuckahoe.


Other new officers are William F. Birner, Sunningdale Country Club, president; Charles F. Johnston, Cherry Valley Club, treasurer; Henry Piper, Bonnie Brier Country Club, secretary; Thomas F. Farley, Winged Foot Golf Club, sergeant-at-arms;

Peter Hermansen, Port Washington Yacht Club, trustee for two years; and Leslie White, Wykagyl Country Club, and Robert F. Carney, Larchmont Yacht Club, trustees for one year.

The chapter also held its customary Christmas Party for orphans at the Sewane Harbor Club, Hewlett, L. I., where William R. Reich is manager. —Kurt Brod, publicity.


Pittsburgh

Harry Gray, manager of the Edgewood Club, Sewickley, Pa., was host to the November 26 meeting of the




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Pittsburgh Chapter. Speaker for the evening was Emily Stulbing, expert on flower and table arrangements, whose talk was lively, entertaining and educational.

Also attending the meeting were Messrs. Wheeler and Buchman, club president and chairman of the enter-

tainment committee respectively. Mr. Buchman presided at a round table discussion on how to stimulate member interest.—Floyd Spate, president.

Virginia

CMAA Executive Secretary Edward Lyon was the speaker at the Virginia

Chapter meeting November 25 at the Commonwealth Club, Richmond.

Manager W. W. "Bud" Lamond, and his wife, Louise, guided the visiting managers on a tour of the club which recently completed a refurbishing project costing \$300,000.

President Robert Roper, Country Club of Virginia, Richmond, urged all chapter members to attend the CMAA Conference in St. Louis in February. —Gene Gilmartin.

Conference Plans

(Continued from page 11)

states that almost 500 reservations have been made, which points to an excellent attendance. He warns that although there are still some fine room accommodations left, those planning to attend the conference should write for reservations immediately. Simply address the Sheraton-Jefferson Hotel, St. Louis, Missouri.

Plan to come early and stay late, say members of the St. Louis District Chapter. St. Louis is a hospitable town and has many interesting things to offer. But come prepared or almost any kind of weather: last year at conference time temperatures varied in the high 60s, but it could be in the low 30s.

Don't forget to send in your entries to the club publicity display. Committee Chairman Chris Murphy, Algonquin Golf Club, in last month's letter to CMAA members outlined the rules, and announced the outstanding prizes that will be awarded winners. Send your entry to the Jefferson.

Sunday morning a continental breakfast will be served, following which the CMAA board of directors will hold a luncheon and final meeting.

The St. Louis chapter hopes you are planning to meet all of your friends in St. Louis for the 31st Annual Conference of the Club Managers Association of America. You'll learn a lot which will help you make better clubs through better club management, and you'll have a lot of fun learning. See page 37 for the complete conference program.

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Bartender Uniform



A new bartender uniform has been designed by Marcus Ruben, Inc. The jacket is made of red tropical worsted, with black and white striped Valencia sleeves and plain gold buttons.

The trousers are black with a red strip to match the vest. It is available in a variety of colors, with five different Valencia stripe combinations.

For samples and quotations write Marcus Ruben, Inc., 625 S. State St., Chicago 5, Ill.

Frying Medium Shown

The first frying medium especially designed for club and other institution frying was demonstrated recently at the Hotel Plaza in New York by Procter & Gamble. The new all-vegetable product, Frymax, pours like an oil but has the stability of a solid shortening.

According to its maker, Frymax took at least ten years to develop. Features claimed for it are ease of handling and long kettle stability. It comes in five-quart cans.

Wine Flavored Dessert

From the Taylor Wine Co. comes this recipe for sherry chiffon pie to help build meal checks and spark wine sales:

- 1 baked 9-inch pie shell
- 1 envelope unflavored gelatine
- 1/3 cup cold water
- 4 eggs, separated
- 1 cup sugar, divided
- 2/3 cup Taylor N. Y. State Sherry
- 1/2 teaspoon salt
- 1/2 cup whipping cream, optional

Soften gelatine in cold water five minutes. Beat egg yolks light; add gradually 1/2 cup sugar while continuing to beat. Add Sherry wine. Cook over hot water, stirring constantly, until mixture is the consistency of soft custard. Add gelatine,



stir until dissolved; cool. Beat egg whites stiff; beat in remaining 1/2 cup sugar and salt. Combine with the custard. Spoon into pastry shell. Chill until firm, about 3 hours. Top with whipped cream and a dash of nutmeg.

Pictures Available

A 30-minute film covering the highlights of the 1957 Miller Open golf tournament is now available for showing at chapter meetings or club gatherings.

The movie, produced by the Miller Brewing Co., sponsors of the tourney, is 16 mm. sound and in color.

Requests for the film, loaned by Miller as a public service, should be directed to Film Section, Sales Promotion and Publicity Dept., Miller Brewing Co., Milwaukee 1, Wis.



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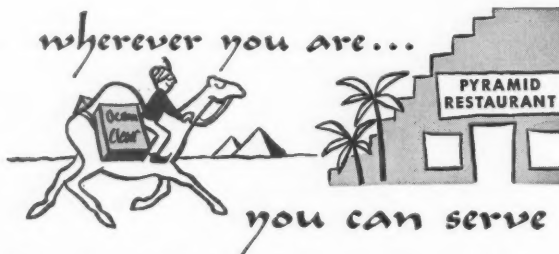
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COLFAX, IOWA



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Enclosed is our order. Please send the
FREE SALES AIDS checked: ☐ "Daily
Double" cards ☐ "Special Today"
cards ☐ "Lobster Special" table tents.

Name _____

Address _____

City _____

State _____

Let's Compare Menus

GAINESVILLE GOLF & COUNTRY CLUB

Gainesville, Florida

LUNCHEON

COMBINATION COLD PLATES

Shrimp Salad with Spiced Beets and Asparagus	1.25
Chicken Salad with Boiled Egg and Tomato Wedges	1.25
Fruit Salad Plate with Cottage Cheese and Toast Fingers	1.35
Cold Baked Ham with Potato Salad, Garnish	1.25
Cold Sliced White Meat of Turkey, Spiced Peach	1.50
Iced Boiled Shrimp Plate with Seafood Sauce	1.50
Assorted Cold Meat Plate, Garnish	1.50

Cold Plates Served with Assorted Crackers, Melba Toast and Butter

HOT PLATES

(To Order, Allow 15 Minutes)

Chicken Livers Sauté, Rasher Bacon, Potatoes	1.50
Omelet with Chopped Ham, Potatoes and Tomato Wedges	1.25
Fried Fan-Tail Shrimp, Cole Slaw, Potatoes	1.50
Grilled Center Cut Ham Steak, Candied Yams	1.50

Assorted Hot Breads, Butter and Beverages Served with Hot Plates

SANDWICHES

(That Are a Meal)

GG&CC Club Special (3-decker)	1.00	Chicken Salad	.65
Junior Club	.75	Grilled American Cheese	.50
Sliced Turkey	.85	Tuna Salad	.50
Cold Roast Beef	.85	Ham and Egg	.65
Hot or Cold Ham	.65	Bacon, Lettuce & Tomato	.65
Cheeseburger on Toasted Roll	.65	Jumbo Steakburger on Toasted Roll	.50

Served on Toasted or Plain White, Whole Wheat or Rye Bread

DESSERT AND DRINKS

Home Made Pies	.20	Assorted Ice Cream or Sherbet	.20
Sundaes	.25	Parfait	.35
Iced Tea	.10	Coffee	.10
Milk	.15	Chocolate Milk	.15
Sanka	.15		

10% Service Charge Will Be Added to Your Check

BEAUCLERC COUNTRY CLUB

Jacksonville, Florida

SUNDAY DINNER

SOUP DU JOUR: Puree of Mongal Soup—Cup	.30	Bowl	.50
No. 1 Pot Roast of Choice Beef, Pan Gravy and Fresh Ground Horseradish, Served with Potato Latkes, New Green Peas, and a Beauclerc Salad Bowl, Chef's Dressing	3.00		
No. 2 Broiled Genuine Red Sockeye Salmon Steak, Hollandaise, Served with Potato Latkes, Seasoned New Peas and a Tossed Green Summer Salad, Chef's Dressing	2.50		
No. 3 Planked Sliced Beef Tenderloin with Boquetiere Vegetables, Potato Border, and a Mixed Green Summer Salad, Piquant Dressing	3.25		
No. 4 Broiled Half of a Farmfresh Spring Chicken in Wine and Mushroom Sauce, Served with Potato Latkes, New Green Peas and a Beauclerc Salad Bowl, Chef's Dressing	2.50		
No. 5 Broiled Kansas City Prime Sirloin Strip Steak Served with Potato Latkes, Buttered Cauliflower, and a Master Chef's Salad Bowl with Caesar Dressing	4.75		

COMPLETE CLUB DINNER—\$2.95

Cup of Soup Du Jour
CASSEROLE OF FRESHMADE SEAFOOD NEWBURG
 With Dry Sherry
 Potato Latkes, Buttered Cauliflower Buds
 Beauclerc Salad Bowl
 Peppermint Stick Ice Cream
 Coffee

DESSERTS

Green Apple Pie 35 Half Grapefruit Supreme .35
 Chocolate Fudge Cake ... 30 Ass't Ice Cream & Sher-
 Half Cantaloupe 40 betts 25

SOUTH BEND COUNTRY CLUB

South Bend, Indiana

A LA CARTE

APPETIZERS

Chilled Tomato Juice or Fruit Juice 20 (8 oz.) 35
 Fresh Shrimp Cocktail 75 Crabmeat Cocktail 90
 Fresh Fruit Supreme 50 Herring in Sour Cream 40
 Half Grapefruit 25

SALADS

Tossed Garden Greens ... 35 Cole Slaw 25
 Hearts of Lettuce 35 Cottage Cheese With Fruit .65
 Sliced Tomatoes 40 Cottage Cheese 30
 Tomato and Cucumber .. 35 Potato Salad 30

SALAD BOWLS AND COLD PLATES

(Includes choice of breads, rolls or toast, butter and beverage)
 S.B.C.C. Chef's Salad With Julienne of Turkey, Ham and
 Swiss Cheese 1.25
 Junior Size S.B.C.C. Salad Bowl 90
 Fresh Fruit (in season) With Cottage Cheese or Sherbet 1.35
 Red Alaska Salmon, Potato Salad, Garni 1.40
 Fresh Louisiana Shrimp 1.50
 Chicken Salad 1.40
 Tuna Fish Salad 1.40
 Assorted Cold Meats, Potato Salad 1.35
 (served with choice of dressings)

COLD SANDWICHES

Baked Ham65	American Cheese40
With Swiss Cheese85	Imported Sardines, Ber-
Sliced Chicken90	muda Onion75
S.B.C.C. Club (3 decker) 1.25	Tuna Fish Salad75
Junior Club90	Peanut Butter and Jelly .40
Chicken Salad65	With Bacon50
Corned Beef75	Egg Salad50
Braunschweiger50	Bacon, Lettuce and
Swiss Cheese50	Tomato60

HOT SANDWICHES

Chicken With Potatoes	Corned Beef85
du Jour 1.25	Fried Egg45
S.B.C.C. Hamburger65	Fried Ham65
Deluxe85	Ham or Bacon and Egg .. .80
Grilled Cheese50	Cheeseburger75
Denver85	

SPECIALTIES OF THE CLUB

"THE EAGLE"
 2.50

Prime Tenderloin Steak Sandwich, Long Branch Potatoes,
 Cole Slaw, Beverage

"THE BIRDIE"
 1.35

Swiss Cheese, Sliced Breast of Chicken on Toast, Tomato and
 Hard Boiled Egg Garnish, Thousand Island Dressing

BEVERAGES

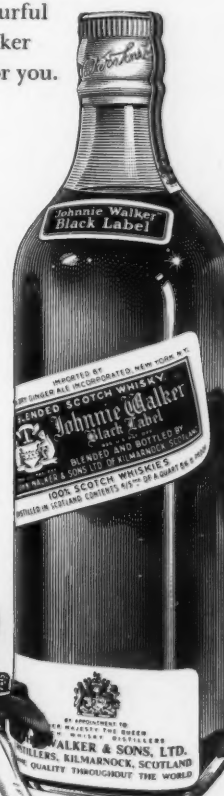
Coffee .15 Iced .20 Tea .15 Iced .20 Milk .15 Sanka .25
 Sanka .25 Postum .20

(Substitutions on any Club Menu will be charged at a la carte prices)

Write advertisers you saw it in CLUB MANAGEMENT: JANUARY, 1958

Speaks for itself!

Noticed how many of your
 customers ask for
 Johnnie Walker by name?
 They're the ones who appreciate
 really fine scotch. They're the
 ones whose repeat business
 is most valuable. That's why
 mild and flavourful
 Johnnie Walker
 works harder for you.



JOHNNIE WALKER

SCOTCH WHISKY

BLENDED SCOTCH WHISKY, 86.8 PROOF.
 IMPORTED BY CANADA DRY GINGER ALE, INC., NEW YORK, N. Y.

Federal Tax Calendar for Clubs

Prepared by Horwath & Horwath

January, 1958

- 15—Withholding tax and Federal Insurance Contributions Act tax: The sum of tax withheld from wages during December, 1957, and employee tax and employer tax under the Federal Insurance Contributions Act for December, 1957, may be remitted to an authorized depository. Return on Form 450. If this option is exercised, Form 450 must be filed in time to permit authorized depository to return validated Form 450 prior to filing return for fourth quarter of 1957.
Exempt corporations: Information return on Form 990 or 990-A, due from certain exempt corporations with accounting periods ended August 31, 1957.
- 31—Withholding tax and Federal Insurance Contributions Act tax: Return for fourth quarter of 1957 due and tax payable. Return on Form 941. Attach validated Forms 450 to return. Reconciliation return (Form W-3) for calendar year 1957 due and last day to give employee statement of tax withheld and wages paid for the calendar year 1957.
Unemployment tax: Return for 1957 due and tax payable.
Excise taxes: Tax on membership dues, initiation, transfer and assessment fees, admissions and other excise taxes for December, 1957, if more than \$100, may be paid to an authorized depository. Return on Form 537. If this option is exercised, Form 537 must be filed in time to permit depository to return validated Form 537 prior to date for filing return for the

fourth quarter of 1957. Otherwise, return for fourth quarter due and tax payable. Return on Form 720. Attach validated Forms 537 to return. If return is accompanied by depository receipts showing timely payment of tax for the entire quarter, due date of Form 720 is extended to February 10, 1958.

February, 1958

- 15—Withholding tax and Federal Insurance Contributions Act taxes: The sum of tax withheld from wages during January, 1958 and employer tax and employee tax under the Federal Insurance Contributions Act for January, 1958, if more than \$100, payable to an authorized depository. Return on Form 450.
Exempt corporations: Information return on Form 990 or 990-A due from certain exempt corporations with accounting periods ended September 30, 1957.
- 28—Information returns: Annual report, Form 1099, of payments of interest, rents, etc. due.
Excise taxes: Tax on membership dues, initiation, transfer and assessment fees, admissions, and other excise taxes for January, 1958, if more than \$100, payable to an authorized depository. Return on Form 537.

Plentiful Foods of the Month

Feature: Fresh Citrus Fruits

Broilers, Fryers	Canned and Frozen
Dairy Products	Peas
Almonds	Apples
Filberts	Dried Prunes
Potatoes	Dates

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Heavy, form-fitting scoop seat. Extremely comfortable and rugged.

See your dealer or write us for our distributor's name.

No. 437 Matching Side Chair.

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CHAIR COMPANY
MANUFACTURERS
SHEBOYGAN, WISCONSIN

PERMANENT DISPLAYS: Chicago — Space 1650, Merchandise Mart
New York — Decorative Arts Center, 305 East 63rd St. (9th Floor)
Miami — 3900 Biscayne Boulevard • Boston — 92 Newbury Street
San Francisco — #558 Western Merchandise Mart, 1355 Market St.



CRAMORES CRYSTALS
Lemon flavor available with pure egg-white added, requires no artificial foaming agent—saves expense and bother and produces wonderful results.

CRAMORES CRYSTALS
are made from a base of pure, dehydrated citrus fruit juices with fruit components added to enhance flavor and body.

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Club Management For Your Officers

Special Price: \$2 per subscription
in groups of three or more

CLUB MANAGEMENT
408 OLIVE ST. LOUIS 2, MO.

CMAA Conference Program

Thirty-First Annual Conference, Club Managers Association of America
Sheraton-Jefferson Hotel, St. Louis, February 12-15, 1958

Wednesday, February 12

8:30 a.m.—Registration, Mezzanine.
9:00 a.m.—CMAA Board of Directors Meeting, Room 6, Jefferson.
Noon —CMAA Board of Directors Luncheon, Room 7, Jefferson.
1:00 p.m.—Sightseeing tour of St. Louis Clubs.
2:00 p.m.—Joint Meeting: Chapter Presidents, Regional Directors, and Past Presidents, Vice-President Royce Chaney presiding, Room 8, Jefferson.
2:15 p.m.—CMAA Board of Directors reconvenes, Room 6, Jefferson.
4:00 p.m.—Tea-and-Coffee Get-Together.
7:00 p.m.—Reception and Cocktail Party, Boulevard Room, Jefferson.
Evening —Open.

Thursday, February 13

8:30 a.m.—Registration.
9:30 a.m.—Opening Session of Conference, Ivory Room, Jefferson.
11:45 a.m.—Refreshments.
12:15 p.m.—Luncheon, Gold Room, Jefferson.
2:15 p.m.—Educational Session:
Walter Slowinski, "Legal Aspects of CMAA."
Charles E. Smith, "Automation."
Harry J. Fawcett, "The Banquet Menu," Ivory Room.
5:15 p.m.—Committee Meetings.
7:30 p.m.—Dinner Party, Hotel Chase.

Friday, February 14

8:30 a.m.—Registration.
9:00 a.m.—Committee Meetings, see blackboard.
10:15 a.m.—Pre-Brunch Beverage Table.
11:00 a.m.—Valentine's Day Brunch, Gold Room.
Introduction of 25-Year Club Members; Introduction of Guest Associations; Speaker, A. E. Martin.
1:00 p.m.—Conference Reconvenes. Speakers: Ervin A. Pickel, Jr., "Club Publicity."
Robert E. Beck, "Select Proper Personnel and Handle Properly."
2:30 p.m.—Round Table Discussions:
City Clubs, Country Clubs, University Clubs. Rooms to be announced.

6:30 p.m.—Reception, Ivory Room, Jefferson.
Evening —Open.

Saturday, February 15

8:30 a.m.—Registration Desk Open.
9:00 a.m.—Committee Meetings, see blackboard.
11:15 a.m.—Pre-Brunch Beverage Table.
Noon —Past Presidents' Luncheon. Introduction of Past Presidents; Introduction of Fathers-and-Sons, Gold Room.
2:00 p.m.—Closing Business Session. Election of Officers and Directors, Ivory Room.
7:15 p.m.—Formal Cocktail Party, Ivory Room; and Grand Ball, Gold Room, Jefferson.

Sunday, February 16

9:00 a.m.—Continental Breakfast, Boulevard Room.
11:00 a.m.—CMAA Board of Directors Brunch and Meeting, Rooms 6 and 7.

LADIES PROGRAM

Wednesday, February 12

1:00 p.m.—Club Sightseeing Tour With Men.

Thursday, February 13

9:30 a.m.—Ladies Invited to Attend Opening Session of Conference.
12:30 p.m.—Luncheon With Men. Gold Room, Jefferson.
3:00 p.m.—Old Time Melodrama, Showboat Goldenrod.

Friday, February 14

12:30 a.m.—Champagne Fashion Show, Boulevard Room, Jefferson.

Saturday, February 15

10:30 a.m.—Tour of Historic St. Louis.
1:00 p.m.—Luncheon, Tiara Room, Park Plaza Hotel.
7:15 p.m.—Formal Cocktail Party and Grand Ball, Gold Room, Jefferson.

ATTENTION!

- Restaurants
- Clubs
- Cafes
- Hotels

ABOUT EVERY TWO YEARS you remodel, repaint or redecorate. You know it takes modern surroundings to attract new patrons and something **NEW** in decor to please the "oldtimers." In this way you encourage the dining-out habit . . . and at your place!

Why Not a New Face for Your China?

First, last and all through the meal, every guest's eyes are focused on your table set-up. China — even more than wall and furnishings — is actually the center of attention . . . the very "foundation" of an enjoyable meal.

"Remodel" with the "Empress"!

Exquisite new "Empress" pattern, shown above, frames your fine food in elegance. Warm, neutral gray underglaze decoration on white background gives luxurious 2-color impression. "Belongs" with any color scheme — any decor. The choice of America's leading interior decorators and china color experts! Finest quality, 2-fired restaurant china with rolled edges to prevent chipping. All pieces in open stock for fast, easy replacement.

Write Dept. 4 for a salesman to discuss "redecorating" with china!

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Snobird Golf Keeps Club Busy in Winter

PLAYING golf in the snow has been an old joke, which many golfers' wives sadly know is only too true, but the refinement of the sport is being added by Siwanoy Country Club in Bronxville, New York, where F. Patrick Chambers is manager.



Deluxe Portable Seating by

Heywood-Wakefield portable chairs provide an economical, convenient means of obtaining additional, temporary seating capacity without sacrificing comfort or dignity of decor. Available in full-upholstered spring cushion models, semi-upholstered, and durable plywood, the entire line features welded tubular steel frame construction which assures years of extra service. Write for illustrated literature.

HEYWOOD-WAKEFIELD COMPANY
Auditorium Seating Division
MENOMINEE, MICHIGAN



The club has a regular group of winter golfers, called the Snobirds, and this year has produced a golden anniversary Snobird schedule for the winter "season." Reports Manager Chambers:

"The Snobirds are a different breed than the average golfer in that they use red balls when the snow is on the ground. They dress up in their red flannel underwear, as well as other comfortable outer clothing and even have hand warmers in their pockets.

"We have over 100 signed up already for the Snobirds this year and we give prizes each weekend during the tournament. Another category are the 'Rocking Chair' Snobirds who are not so hardy, but who play cards and do a little bending of the elbow on weekends, while kidding the tried and true golfers who come in complaining about their scores.

"Once, during one of the finals of the Snobirds' tournament, we had a sleet storm. Our second green, which is quite sloping, really tested the mettle of one player. After arriving at the green in three strokes, it took him 46 more to finally sink his putt for a 49.

"Recently our winters have been fairly mild so conditions of play have not been too severe. We use our regular greens for the Snobirds, weather permitting, and if the ground is not frozen. Our greenskeeper prepares a nine-hole Snobird course with sand greens every winter. When it snows, the men go out and sweep off the sand greens, turning the broom upside down for the flag.

"Snobird golf at least keeps the members coming the year around, and also naturally helps to build our bar and restaurant revenue in the winter."

Here are some of the rules which the Snobirds use:

1. A ball may be lifted and cleaned any time during the course of play. A player may improve the lie of the ball on the fairway, in the rough, in the traps and on the green.
2. If trap is unplayable, ball may be placed directly in back of trap, not nearer the hole, without penalty.
3. A ball may be moved a club's length at any time, except in a water hazard, or on the green. However, a ball cannot be removed from a water hazard, without a penalty.
4. All players must complete every hole.
5. A ball in a brook or pond may be teed but may not be elevated. In teeing the ball it must remain in the brook or pond as close to the point at which it came to rest and under no circumstances may it be teed more than six inches from said point. A ball in said brook or pond may, however, be lifted and placed with one stroke penalty behind hazard in line of flight.
6. When a ball is lost, another ball may be placed and played from where the lost ball presumably landed, without a penalty.
7. A ball buried in the snow may be dug out and placed on the snow, within a club's length, without penalty. The player may remove all or as much snow as he desires before replacing the ball.
8. All putts must be holed out.
9. U.S.G.A. rules govern otherwise.

Labor Costs

(Continued from page 14)

gether there is something that transcends perhaps individual motivation. Some people say man is gregarious by instinct. He wants to be in groups. Sometimes, if you ever happen to observe a large dining room, waiters have certain stations around the dining room that are physically apart from another. Yet, if things are slow you will see them all gravitating to one area or another, talking. Sometimes this bothers people; perhaps sometimes it doesn't. But is that in relation to the goal of the club?

Another thing I have noticed among

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CONDIMENTS-OLIVES & CHERRIES

CHICAGO L.A. BOSTON
NEW YORK
PHILADELPHIA S.F. MIAMI

THE Cavalier

Under the same ownership-
management as the famous Cavalier
at Virginia Beach, the oceanfront
Cavalier in Fort Lauderdale is Florida
perfect in every particular.

UNDER THE DIRECTION
OF SIDNEY BANKS

**Oceanfront
FORT LAUDERDALE
FLORIDA**

these groups is the evolvement of the so-called informal leaders, sometimes referred to as "guardhouse lawyers." These fellows are people that the employees listen to. They, too, are not on any organization chart. Sometimes they may be; sometimes not. But in general they are not. They are the type of person that just naturally evolves. And it behooves the supervisor and the manager to recognize this. I am not saying you are supposed to stamp out these little groups or stamp out these little leaders, but to recognize them, to deal with them.

We have always, in the club situation, a group in the kitchen and a group in the dining room. Unfortunately, the twain shall never meet in some instances. The kitchen has its own ideas about things; the dining room has its own ideas, and sometimes there is conflict.

The manager, the supervisor must recognize this and deal with it. Especially, in just a dining room, we may see two or three little groups here and here, and sometimes the actions or interactions of these groups tend to stop good service, tend to make service disrupted. These are some of the things that the supervisor has to understand. He has to understand that people do things for reasons. People are not just naturally lazy or insolent, or whatever it may be. There is a reason somewhere for it.

It has been said that all behaviour is understandable. Maybe we can't understand it; maybe it needs clinical help, but somewhere there is a reason why people are acting or doing whatever they are doing. It may be a need for something. Usually it is a need for recognition. In the United States recognition seems to be one of the more prominent reasons. These acquired needs we pick up are important—the need to belong.

How do we cope with this? By

training, by trying to tell the supervisor. Training is a continuous process. I don't mean we are going to tell somebody that we are going to bring them in and teach them and let them go. I think it is a continuous process, as far as everyone is concerned: the manager, the supervisor, as far as these employees go.

These are the things, as far as the first line, first level supervisor is concerned, that he wants and needs:

He has to have cooperation from management. He likes to be informed because he realizes that he has to filter information down. The rank and file employee comes to him and says, "What's happening?" He doesn't know. He feels his prestige, maybe, is being undermined. People like to be informed. Give them information, as much as you can as quickly as possible. Cooperation is important—cooperation between members and employees, between manager and employees. All these things are in this general field of what is called human relations. I don't mean that everyone is going to be a psychiatrist and every supervisor is going to have a couch in his office and analyze each of the employees day by day. But we try to consider the employee's problems and understand the reasons and quietly bring him in and maybe listen to him once in a while. We must keep him informed. These are the kinds of things, as far as the first-line supervisor is concerned, that I think are most important.

CMAA Conference

St. Louis

February 12-15

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naturally do
...prefer
Leroux*



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THAT IS THE BEST
IN THE MARKET**

Weldon Williams & Lick
SPECIALISTS IN NUMBERED PRINTING SINCE 1898

Fort Smith, Arkansas, U.S.A.

Write us NOW for SAMPLES and PRICES

Write advertisers you saw it in CLUB MANAGEMENT: JANUARY, 1958

Paper Place Mats

(Continued from page 15)

"Fidelity, brotherly love, justice and charity."

4. Mess clubs for officers in the Armed Forces similarly appeal to their members through use of symbols representing the branches of the service to which members belong or show insignia of the station, base or post where the club is located.

The clubs covered in this survey generally did not attempt to do a more direct advertising job than that described above. It was evident from studying the place mats of other establishments that some restaurants appealing to a high quality clientele have found it possible to do more explicit advertising.

Many of the mats showed that general commercial restaurants are using them to transmit not only an institutional feeling but several different messages. The natural tendency is to feel that the reader should not be given too many things to think about. In actuality, attractive place mats can carry a great deal of information because the customer usually must wait for a few moments while his food is being prepared and served. The mats often provide an interesting diversion, and a restaurant like Steve's Gay 90's

Room in Tacoma, Washington, shows a large drawing of the room, announces smorgasbord, dinners, and cocktails, and supplies the opening words and music of seven different songs. If the diner can absorb several different messages, we still have the question, "Can advertising be introduced without upsetting the atmosphere of the club?" The mat used by the Charles Steak House in North Andover, Massachusetts, may provide a partial answer to this question. The Charles mat is obviously intended to fit into a fairly formal atmosphere, yet it carries two kinds of advertising. A cocktail glass, steak, chicken, and lobster are pictured without comment. They suggest purchasing ideas to the patron, without a word of advertising with them. This technique might well be used by many club managers.

Charles also runs a single line of type part way across the bottom of the mat: "Essex Private Dining Room Available for All Occasions." This reminder, printed in the same color and style as the rest of the mat, is quiet in appearance and language and could be adapted to many club needs.

Clubs in the city and country of course vary as to the kinds of service they offer. Ten typical basic services for clubs of each kind are listed below. Any of these regularly promoted through advertising on place mats should increase club income or member participation. As the expert on your members' interests you know which of these—or which entirely different features—would respond best to advertising.

City Clubs

1. Menu ideas
2. Food specialties
3. Special weekly meals such as Sunday night buffet supper
4. Rooms for meetings & meals
5. Cocktail bars or other special facilities
6. Athletic facilities, lessons, mas-seurs, etc.
7. Ladies' days or facilities
8. Valet, theatre ticket & other services
9. Tournaments, concerts, film showings, etc.
10. Guest privileges

Country Clubs

1. Menu ideas
2. Restaurant specialties
3. Special weekly occasions such as Sunday night buffet supper
4. Rooms for banquets and recep-tions

ASSISTANT WANTED

Husband and wife to assist manager of mid-western private country club. Must have some catering experience. Wife to act as hostess. Quarters available. ADDRESS: Box 56-X, c/o CLUB MANAGEMENT, 408 Olive Street, St. Louis 2, Missouri.

WANTED

Working manager (with his own staff, if possible) for summer club of 200 family membership. Casino dining room, tennis, boating, pool, cafeteria. Highly restricted. Good pay. May through September. ADDRESS: Beach Club, Smith Building, Greenwich, Connecticut.

A MESSAGE TO THE CHAIRMEN OF THE HOUSE COMMITTEES

We have available thoroughly experienced managers and executives for all departments. Confidential Service.

WRITE or CALL:

Gene Rafferty, Personnel Director
HOTELMENS Employment Service
300 W. 56 St., New York 19, N. Y.
Judson 2-4382

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(Agency: Curt Freiburger & Co.)	
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(Agency: Chambers & Wiswell, Inc.)	
Conway Import Co., Inc.	38
Cramore Fruit Products, Inc.	36
(Agency: Newhoff-Blumberg Advertising Agency)	
Dixie Cup Company	9
(Agency: Hicks & Greist, Inc., Advertising)	
Dole Valve Company	7
(Agency: Marsteller, Rickard, Gehhardt and Reed, Inc.)	
Don & Company, Edward	33 & 37
(Agency: Leo P. Bott, Jr.)	
Groff Paper Company	29
(Agency: Alfred Colle Co.)	
Heinz Company, H. J.	4
(Agency: Ketchum, MacLeod & Grove, Inc.)	
Heywood-Wakefield Co.	38
(Agency: Charles W. Hoyt Company, Inc.)	
Hillyard Chemical Company	23
(Agency: Phillips-Reick-Fardon)	
Jack Daniel Distillery	21
(Agency: Gardner Advertising Company)	
Leroux & Company, Inc.	39
(Agency: J. M. Korn & Company)	
Mandel Brothers Contract Division	31
(Agency: Robert A. Gallagher Advertising Agency)	
Marcus Ruben, Inc.	37
(Agency: Bisberne Advertising Company)	
Monroe Company	34
(Agency: Lessing Advertising Company, Inc.)	
McKesson & Robbins, Inc.	22
(Agency: Kenyon & Eckhardt, Inc.)	
National Biscuit Company	43
(Agency: Needham & Grohmann)	
Owens Illinois Glass Company (Libbey)	10
(Agency: J. Walter Thompson Co.)	
Pleasant Valley Wine Co.	32
(Agency: Manfred Bernhard, Inc.)	
Ralston Purina Company	25
(Agency: Guild, Bascom & Bonfigli, Inc.)	
Ruprecht & Co., Inc.	32
Sexton & Company, John	19
(Agency: Roche, Williams & Cleary, Inc.)	
Shwayder Brothers, Inc.	20
(Agency: Grey Advertising Agency, Inc.)	
Sloan Valve Company	28
(Agency: Reincke, Meyer & Finn)	
Southern Equipment Company	6
(Agency: Flavin Advertising Agency)	
Sterno, Inc.	3
(Agency: Fairfax, Inc.)	
Stitzel-Weller Distillery, Inc.	44
(Agency: Winiaus-Brandon Company)	
Van Munching & Co., Inc.	30
Vogel-Peterson Company	30
(Agency: Ross Llewellyn, Inc.)	
Wabash Employment Agency	41
Weldon, Williams & Lick, Inc.	39

5. Bars, snack bars and other facilities
6. Athletic facilities and lessons
7. Women's or junior days
8. Group instruction arrangements
9. Dances, movies or other regular events
10. Guest accommodations

Decide what you want your mats to do, and your supplier can help you to create the right mat for your club.

Make Club a Home

(Continued from page 13)

in the little theatre movement, and the University of Washington has three playhouses which present a very high quality of student acting. Every month the University's Penthouse Players come down to the club and put on one of their current attractions for club members and their guests. The club writes a check to the School of Drama, but this is a complimentary feature for the members. As another example, the women's committee of the club presents each year an outstanding series of guest lecturers.

The club encourages special projects, and as soon as enough members can be found to get one started it is apt to be added to the list. Current activities include toastmaster and toast mistress groups, square dance and ballroom dancing, father-and-son and father-and-daughter events, bridge and other card groups, and many, many more. Probably the most spectacular, at least in number of people participating at one time, are the Men's Jubilee and the Women's Jubilette held in the fall of each year. Each of these take over the entire 21 floors of the club for a full evening. On the Jubilee night, no women are permitted in the club; and men are barred from their club on the night of the Jubilette (though that is the only time for either happening). These

events have become so popular it has become necessary to limit reservations to 1000 for men and 700 for ladies, and both events this year were complete sellouts with many disappointed late-comers.

These are some of the ways we have endeavored to make the Washington Athletic Club a genuine "home" for our members. We know we still have many more improvements to make, and much more we should add to our program, but it is nice to feel we have made at least a little progress.

Named Vice President

Joseph N. McGinnis, director of sales and advertising, has been named vice president and general sales manager by Pfaelzer Brothers, Inc., purveyor of meats nationally to the club and institutional field.



J. N. McGinnis

Mr. McGinnis, a veteran of 25 years service, was also re-elected a director of the firm. In another executive move, Robert M. Snapp was elevated to vice president in charge of product procurement.

Tourney at Tripoli

Tripoli Golf Club, Milwaukee, will be the site of the fourth Miller Open golf tournament, it has been announced by the Miller Brewing Co., sponsor of the event. Dates for the \$35,000, 72-hole tourney have been set as August 7-10.

It will be the third straight time the tournament has been held at Tripoli and the company has expressed its satisfaction with the way the tournament has been run.

According to the tournament of-

ficials, practically all the "name" pros on the PGA circuit are expected to compete for the title which last year was won by Ken Venturi.

WANTED: Working Chef. Must be able to hold 50 per cent food cost on average prices (furnished on request). Club open year around. Paid two weeks vacation. Unfurnished apartment available for man and wife (wife need not work). Food volume about \$85,000 per year. Salary \$550.00 per month plus \$50.00 per month bonus if you stay a year. Want experienced chef—not a "wind-bag." Hotel and club experience preferred. Must furnish references. We know you'll like it here. ADDRESS: Box 54-X, c/o CLUB MANAGEMENT, 408 Olive Street, St. Louis 2, Missouri.

CLUB MANAGER WANTED. 225 member exclusive town and golf club. Must have thorough knowledge of food operations. AIR-MAIL experience, employment record and picture. Salary commensurate with ability. Excellent future. ADDRESS: Charles M. Shaw, P. O. Box 319, Billings, Montana.

MANAGER with a wealth of experience in all phases of successful management of town and country clubs operating in black. Fully capable to supervise and direct the preparation of fine cuisine. Seeking position with a city club. 58 years of age, in excellent health. Outstanding references to past performances available. ADDRESS: Box 55-X, c/o CLUB MANAGEMENT, 408 Olive Street, St. Louis 2, Missouri.

CLUB MANAGER WANTED for Aliquippa Golf Club, Aliquippa, Pennsylvania. Complete charge of dining room, bar, kitchen. Membership 400. Write—giving age, education, experience, salary desired to: Secretary, Aliquippa Golf Club, P. O. Box 288, Aliquippa, Pennsylvania.



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PRO-MANAGER: Nationally known. Good teacher and showman. Television experience. **WIFE:** Expert in handling food and service. Weddings. Teas. Club accounting. Ages 46 and 43. No children.

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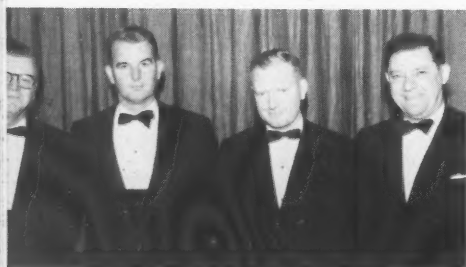
Northern California Club Presidents And Managers Have Annual Dinner



San Francisco Chapter officers: Fred A. Irvin, secretary-treasurer; Alfred G. Fry, president; and John L. Martin, vice president.



Snapped at San Francisco dinner were CMAA Director Kenneth Meisnest, CMAA Vice President Royce Chaney and Chapter President Alfred G. Frey.



At the party were these chapter members: John L. Martin, Joseph McConahy, Frank O'Connell and Erich Kruger.

By Donald H. Clark

MORE than 80 presidents and directors of Northern California clubs met with members of the Club Managers Association of San Francisco and Bay Area at the Bohemian Club in San Francisco December 10. This annual party has become one of the features of the association's yearly program.

Chapter officers in charge of the affair included President Alfred G. Fry, manager of the California Golf Club; Vice President John L. Martin, Elks Club, Berkeley; and Secretary-Treasurer Fred A. Irvin, Peninsula Golf and Country Club, San Mateo.

Directors of the chapter include John W. Bennett, Commercial Club, San Francisco; Joel W. Brown, Los Altos Country Club; James O. Carey, Family Club, San Francisco; Fenwick L. Witt, St. Francis Yacht Club, San Francisco.

Royce Chaney, vice president of the Club Managers Association of America, and manager of the Northwood Club, Dallas, was an honored guest, as was Kenneth Meisnest, of the Washington Athletic Club, Seattle, a director of the CMAA.

Clarke Wayland, president of the Bohemian Club, and Fred Neumeister, manager, extended special greetings to the club managers and officers.

CMAA Vice President Chaney told of the extensive educational program

of the national association, and of its importance to all managers and officers of clubs. A series of regional short courses for club managers is being planned by the CMAA Institute similar to those held this past year. He also told of the fine educational program planned for the 1958 Conference of the CMAA to be held in St. Louis February 12-15.

The featured speaker of the evening was Henry T. Maschal, senior partner of Harris, Kerr, Forster & Co. He traced the development of clubs and club life from the ancient days of the Greeks and Romans, to the present day. California clubs have had an important part in the life of the people of this part of the country for the past hundred years and are among the outstanding clubs of the United States.

Major General William Breckinridge, commanding officer at Fort Ord, was introduced by the manager of the Fort Ord Officers Club, Chief Warrant Officer Richard Sears, and he spoke briefly about the importance of officers clubs. With him as guests were Col. Lewis E. Maness and Col. J. L. Hathaway.

During the cocktail hour very enjoyable music was furnished by the Dixieland Band, composed of members of the Bohemian Club.

Pictured here are those who attended the December 10th Presidents Party of the San Francisco and Bay Area Chapter.

—Photo by Moulin Studios





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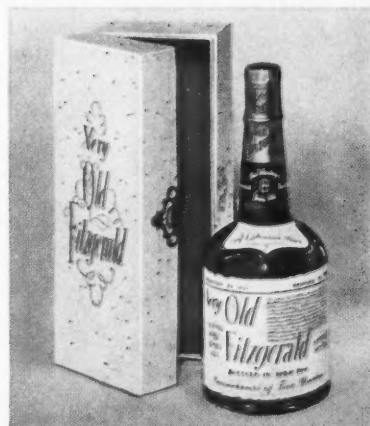
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